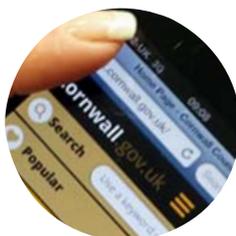




Our strategy

to create a sustainable Cornwall

A prosperous Cornwall that is resilient and resourceful. A place where communities are strong and where the most vulnerable are protected



January 2016

I am proud to present this Strategy which has undergone wide engagement in order to define the Cornwall we want to see emerge over the coming years.

By working with the whole community I believe the Council can play a key role in building a sustainable Cornwall that is prosperous, resilient and resourceful based on strong successful and vibrant communities.

Cornwall needs to be ambitious if we are going to overcome the considerable challenges we face, while developing our economy, protecting our environment, promoting excellence in every area of activity and working together to create a more equal society.

The Strategy is designed to provide a clear focus and direction for the Council to follow and outlines the key actions we will take in order to succeed. Our activities will be based on a clear set of values and principles and are dependent upon working together – residents, partners, business, voluntary sector, our colleagues across the public sector and all levels of politicians and public servants in Cornwall, London and Brussels.

I became involved in local politics to develop, protect and enhance my home community. As Leader I relish the opportunity to lead a Council eager to act similarly for Cornwall. As a unitary authority we have an unprecedented opportunity to act for the whole community and I urge one and all to embrace this Strategy and work with us to ensure it becomes a reality.

John Pollard, Leader of Cornwall Council

Foreword



Cornwall needs to be ambitious if we are going to overcome the considerable challenges we face

Gothus o'ma komendya an strateji ma re borthas omworrans ledan may hyllir styrya an Gernow a vynnyn ni hy gweles dos yn-mes dres an bledhynnyow usi ow tos.

Der oberi gans an gemeneth dhien my a grys y hyll an Konsel gwari rol meur hy bri yn unn dhrehevel Kernow sostenadow hag yw sewen, hebleth hag ynjin, selys war gemenethow krev, sewen ha bewek.

Yma edhom dhe Gernow bos ughelhwanssek mar mynnyn ni fetha an chalenjys a enebyn, ha ni ow tislepys agan erbysieith, ow kwitha agan kerghynnedh, owth avonsya bryntinses yn pub rann a wrians ha kesoberi dhe wruthyl kowethas yw moy ekwal.

An Strateji yw desinys dhe brovia fog ha tu kler rag an Konsel dh'y sewya, ha linenna an gwriansow meur aga bri a gemeryn may hyllyn sewena. Y fydh agan gwriansow selys war sett kler a dalvosogethow ha pennrewlow hag a greg war gesoberi – trigoryon, kesparow, negys, ranngyllgh bodhek, agan kowetha dres an ranngyllgh poblek ha pub nivel a bolitegoryon ha servysi boblek yn Kernow, Loundres ha Brussel.

My a dheuth ha bos omvyskys yn politegieth leel dhe dhisplegya, gwitha hag afina ow mammgemeneth. Avel Ledyer my a sawor an chons dhe ledya Konsel gans mall a oberi y'n keth vaner rag Kernow. Avel awtorita unnses yma genen chons na veu gwelys kyns dhe oberi rag an gemeneth dhien ha my a ynn war onan hag oll dhe strotha an Strateji hag oberi genen dhe surhe y teu ha bos gwirvos.

John Pollard, Ledyer Konsel Kernow

This Strategy provides a clear direction for the organisation to follow, with eight ambitious aims that we will pursue to create a more sustainable Cornwall.

Cornwall is faced with four fundamental challenges: our population is changing and growing; our economy is still underperforming; our geography and settlement pattern places strain on the public purse; and the cost of living is increasing inequality. This Strategy aims to address these issues by focusing on the areas that are holding Cornwall back, such as low wage levels, and by capitalising on the areas where Cornwall is best placed to excel, such as the development of renewable energy and technologies.

This Strategy will also help us overcome the unprecedented budget challenges faced by the Council

over the next four years. By the end of 2019 we will have to save £196m, nearly one-third of the Council's net budget. During the same period nearly £1bn of European, public and private sector funding will be invested in Cornwall's economy.

This presents Cornwall with a unique opportunity: to deliver an ambitious investment programme to transform Cornwall's economy and, at same time, work hand in hand with partners and communities to ensure that we have sustainable public services. The Strategy sets the framework for how this can be achieved and has already shaped the Council's Business Plan and four year budget.

I am confident that this Strategy will lead to a leaner, more resourceful organisation that delivers public services in the most efficient and effective way and plays a key role in transforming Cornwall's fortunes.

Kate Kennally, Chief Executive, Cornwall Council

...we will work hand in hand with partners and communities to ensure that we have sustainable public services



Raglavar

An Strateji ma a brovi tu kler rag an kowethyans dh'y sewya, gans eth amkan ughelhwanssek a wren ni helghya dres an bledhynnyow usi ow tos dhe wruthyl Kernow moy sostenadow.

Yma Kernow owth enebi peswar chalenj selvenel: yma agan poblans ow treylya ha tevi; yma agan erbysyeth hwath owth iswruthyl; agan doronieth ha patron a drevesigeth a worr tennans war an pors poblek; hag yma'n kost bewnans ow kressya dibarder. An Strateji ma a veder dhe dakla an maters ma dre fogella war an arenebethod usi ow synsi Kernow a-dhelergh, gobrow isel rag ensampel, dre wul prow a'n arenebethod may fo Kernow desedhys gwel dhe seweni, kepar ha displegyans a nerth nowedhadow ha teknegeth.

An Strateji a wra ri gweres dhyn fetha an chalenjys towlarchow na veu gwelys kyns a vydh enebys gans an

Konsel dres an nesa peder bledhen. Erbynn penn a 2019 y fydh res dhyn erbysi £196milvil, ogas ha tressa rann towlarch an Konsel. Dres an kethsam termyn ogas ha £1bilvil a arghasans Europek, rangylgh poblek ha privedh a vydh kevarghewys yn erbysyeth Kernow.

Hemma a re dhe Gernow chons dibarow: dhe dhelivra towlen gevarghow ughelhwanssek dhe dreusfurvya erbysyeth Kernow hag, y'n kettermyn, oberi leuv yn leuv gans kesparow ha kemenethow dhe surhe bos genen ni gonisyow poblek sostenadow. An Strateji a worr an framweyth rag an fordh may hyll hemma bos kollenwys ha re furvyas seulabrys Towl Negys an Konsel ha towlarch peder bledhen.

Yth o'ma kyfyanssek y hwra an Strateji ma ledya dhe gowethyans moy tanow hag ynjin hag a dhelirv gonisyow poblek y'n fordh an moyha effeythadow hag effeythus ha gwari rol meur hy bri yn unn dreusfurvya fortunnyow Kernow.

Kate Kennally, Pennweythresek, Konsel Kernow



The core aim of our strategy is to create a **sustainable Cornwall** by focussing on these eight strategic themes. This means a prosperous Cornwall that is resilient and resourceful. A place where communities are strong and where the most vulnerable are protected.

With the Council:

Championing Cornwall, with elected members working with partners and communities to improve local wellbeing.

Being ambitious for Cornwall, spearheading social and economic change as well as protecting and supporting the most vulnerable.

Creating a leaner, more resourceful organisation that delivers essential Council services in the most efficient and effective way.

At the heart of the Strategy is a set of **core values** and **principles** that express the beliefs of the Council, help shape our identity and underpin the actions of the Council over the next four years:



Our values inform our behaviours

- Being proud of and ambitious for Cornwall.
- Inclusive, engaging and empowering leadership providing clear direction.
- Behaving with honesty, respect and having trust in each other.
- Open minded to exploring ideas.



Our values and principles



Our principles inform our decision-making

- Working closely with partners and communities.
- Clear priorities based on understanding and evidence.
- Listening and acting decisively and promptly.
- Effective two-way communication.
- Providing choices and opportunities in every aspect of people's lives.
- Supporting equality and social inclusion.
- Being flexible and responsive in the delivery of services.
- Above all, acting in Cornwall's best interest.



Our primary objective is **closing the gaps** that exist across four key areas ...

Closing the **economic** gap by securing sustainable economic progress which generates wealth and prosperity but doesn't affect the natural environment and heritage that makes Cornwall so special.

Closing the **funding** gap by being more ambitious and confident about Cornwall's future, providing leadership to secure greater freedom and flexibility from Government to realise Cornwall's potential.

Closing the **inequalities** gap by enabling people to access the services and necessities they require, particularly the most vulnerable, whatever their income and circumstances and wherever they live.

Closing the **health** gap by ensuring everyone has the best possible opportunity for good health and wellbeing.

Closing the gap and developing excellence

The Council will seek to capitalise on Cornwall's strengths and opportunities, **developing excellence** across a range of areas, examples of which include:



Cornwall's Wave Hub

Cornwall's **natural and environmental** assets including the quality of light, waves and wind - used carefully, this presents opportunities for Cornwall to be at the forefront of solar, wave, geothermal and wind powered technologies.

Our world class **culture and heritage** which provides a vibrant cultural offer including internationally renowned landscapes, culture and heritage.

Cornwall's growing reputation for first class **higher education and research** facilities which have become one of Cornwall's key growth areas through sustained and focused investment.

A history of **engineering and manufacturing** advances with significant potential for Cornwall to lead the way in future technologies.

Maximising the investment in Superfast Broadband to create a **digital economy** that is unrivalled outside the UK's main cities.

“ Our aim is to be ambitious and confident about Cornwall’s future, providing the leadership to secure fairer funding and greater freedoms from the Government to realise Cornwall’s unique potential.

The rationale

The scale of the challenges facing public services is without precedent; they will prove fatal if organisations turn their back on each other. The public, private and community sectors in Cornwall need to stand tall and united, working as one to agree a new relationship with the Government that can remove the barriers.

The Council has to make £196m of savings by 2020, but over the same period Cornwall will see an economic investment of £1bn. This can reverse Cornwall’s fortunes if we have the freedom and collective drive and ambition.

An Ambitious Cornwall needs an ambitious Council at its core, providing clear leadership and strategic direction; otherwise this significant investment opportunity will be missed.

Ambitious Cornwall



Health and Wellbeing Innovation Centre

What does this mean?

- 1 Developing a relationship with the Government that provides fairer funding and greater flexibility to create a more sustainable future with better paid jobs, sufficient affordable housing and an effective, accessible health care system.
- 2 More local control over Government spending in Cornwall with a greater share of income generated in Cornwall retained in Cornwall. This means we can take responsibility for our share of central government taxation and align spending to the needs and aspirations of Cornwall.

- 3 A shared goal with partners for Cornwall to have a single public sector budget enabling organisations and agencies to pool and align funding to make the most effective use of our resources.
- 4 Greater local control and successful delivery of EU investment to reduce unnecessary bureaucracy and allow Cornwall to decide how and where the funding should be spent.
- 5 Enhancing the profile, impact and influence of Cornwall around the world to maximise our potential, seize global market opportunities and secure sustainable economic progress.

“ Our aim is to enable and empower local people, town and parish councils and the voluntary, community and local business sectors to play an active role in making decisions that affect them and in delivering what their community needs.

The rationale

Cornwall’s many towns and villages are all different and therefore need different approaches from services providers – a ‘one size fits all’ approach doesn’t work.

A positive and productive relationship between Cornwall Council and the town and parish councils is vital to the successful local governance of Cornwall.

Irrespective of the financial situation facing the public sector, it is entirely appropriate to see the voluntary and local business sectors playing an increasingly important role in the delivery of services to the people of Cornwall.

We can draw on the social capital that comes from engagement and uniqueness in our communities.

Engaging with our communities



What does this mean?

- 1 Elected members providing effective community leadership, working alongside those representing town and parish councils and the voluntary sector – creating more opportunities for inclusive local decision making.
- 2 Local councils and communities as equal partners and key players in community led growth and self-management.
- 3 Enabling community led growth by bringing the people, funding, planning and the developers together to ensure that they all play a key role in determining how any community develops.
- 4 Negotiating tailored devolution packages with communities as equal partners to ensure the community is in a position to succeed and delivering devolution in a more effective way.
- 5 Providing a revolving investment fund to support local community led initiatives that deliver social, environmental and economic benefit.
- 6 Strengthening the resilience of the voluntary and community sector by accelerating the growth of Council services commissioned to the sector to deliver.
- 7 Optimising and making better use of public and voluntary sector buildings and assets for the benefit of the community.

“ Our aim is to work with partners at an international, national, regional and local level to ensure that public services are delivered as efficiently and effectively as possible.

The rationale

The time is now right to revisit the issue of public sector integration with renewed vigour. All parts of the public sector continue to be squeezed financially and public expectations and demand for services continue to rise.

In the past we have considered our services and organisations in isolation from each other but for Cornwall to respond effectively to the challenges ahead - this has to change.

People routinely get passed between organisations as they try to access advice and support - we can simplify this process, remove the duplication, reduce costs and improve the quality of the service provided.

Partners working together



What does this mean?

- 1 Transforming the system of care and support by working with health partners and the voluntary sector to accelerate the integration of health and social services.
- 2 Developing a collaborative approach to property and asset management, with partners co-located and sharing administrative functions and facilities.
- 3 The Council and partners being open minded to explore different and innovative joint service delivery and trading options.
- 4 Where appropriate, taking an integrated, coordinated and more commercial approach to commissioning and procurement to maximise Cornwall's spending and buying power.
- 5 Developing a collaborative relationship with town and parish councils and voluntary and community groups, who can play a vital role in delivering local services.
- 6 Working with partners to provide digital services to customers, with an initial focus on getting the digitally excluded online.
- 7 Sharing anonymised data with the public and voluntary sector so that evidence of need can more accurately be identified and services targeted appropriately.

“ Our aim is to enable people to access the services and necessities they require, whatever their incomes and wherever they live.

The rationale

Cornwall's geography and dispersed settlement pattern, along with the high cost of living and growing inequalities, are making it increasingly difficult for some households to access the essentials that enable a decent standard of living.

If left unchecked this is likely to mean demand on public services increases as more households and individuals become isolated and vulnerable.

People need safe and supportive communities with strong social cohesion, good quality housing, affordable heating, healthy food, public transport, digital access and a thriving local economy.

A radical rethink of the way the Council and partners work together is essential.

Greater access to essentials for living



What does this mean?

- 1 Delivering an integrated transport network that improves connectivity to meet the needs of local people.
- 2 Encourage community participation in sharing and delivering transport services such as community buses and car clubs.
- 3 Making the most of the digital opportunities when delivering Council services and supporting more households to get online - retaining an element of non-digital access for the vulnerable.
- 4 Increasing the supply of new affordable housing and working with partners, communities and individuals to improve the existing housing stock.
- 5 Enabling communities to play an active role in shaping their local areas – from deciding on where new housing is built, to purchasing land, providing funding and commissioning developers to build what communities decide is right for them.
- 6 Creating effective ways of increasing access to education, skills and training to make the most of Cornwall's greatest asset – its people.
- 7 Working with communities to ensure access to affordable childcare that meets the needs of parents, carers and children.

“ Our aim is to secure economic progress which is sustainable, addresses social inequality, makes responsible use of Cornwall’s natural and cultural assets and builds upon strengths in key industries, renewables, aerospace technology and micro enterprise.

The rationale

Despite 20 years of EU investment Cornwall’s economy is still beset by low pay due to low skilled jobs and low productivity – Cornwall’s Gross Domestic Product (GDP) stands at 64% of the EU average (2011 figures). Despite impressive growth rates and a significant pre-recession improvement, the fundamental challenge lies in the long term rebalancing of Cornwall’s economy. Investment in higher and further education has seen improvements in infrastructure and high level qualifications, but Cornwall stills has some way to close the gap with the rest of the UK.

While there has been a clear sign and evidence of growth – new buildings, facilities, successful companies and a strong brand - there has been little change in earning and benefit dependencies, with continued concentrations of deprivation on former public sector housing estates and dispersed rural deprivation.

Driving the economy



What does this mean?

- 1 Working with the Local Enterprise Partnership to deliver the key aims of the Strategic Economic Plan (Growth Deal) and the EU Investment Strategy to rebalance Cornwall’s economy to create sustainable growth and a well-paid workforce.
- 2 Capitalising on the best of Cornwall’s historic and contemporary assets and the sectors that Cornwall can become internationally renowned for - namely, higher education and commercial research, renewable energy, social and micro enterprises, the digital economy, aerospace technologies, mining and minerals, agriculture, fishing, food production and processing industries.

- 3 Enhancing Cornwall’s brand to enable businesses to capitalise on our strengths and drive up the quality, especially in terms of high value tourism and food.
- 4 Developing new ways of providing financial assistance; moving away from grants and using money in more innovative and longer lasting ways.
- 5 Working with communities to help them shape sustainable places, deliver growth and drive their local economies.
- 6 Improved coordination and interpretation of business intelligence with strengthened business networks, more collaboration and relevant future workforce skills.

“ Our aim is to work collaboratively with partners and local communities to strengthen the relationship between our environment and our community and individual needs, to both increase our resilience to a changing climate and to provide social and economic opportunities.

The rationale

Cornwall’s natural, cultural and heritage assets are an essential part of its economy and quality of life. All of Cornwall’s landscapes matter, not just the unprecedented number of international and national designations including Sites of Special Scientific Interest, Special Areas of Conservation and Special Protection Areas, World Heritage status, the Cornwall and Tamar Area’s of Outstanding Natural Beauty, world class beaches and a rich cultural heritage of mining and arts.

However, there is pressure on our natural, cultural and heritage assets due to population growth, increased development pressure and the impacts of climate change. Handled sensitively, there is potential to create excellence in our farming and food production, high value tourism and renewable energy.

Stewardship of Cornwall’s assets



© Cornwall AONB

What does this mean?

- 1 Strengthening the role of the Local Nature Partnership and the Council’s commitment to work with all partners and local communities in establishing successful stewardship of Cornwall’s strategic countryside and coastal assets.
- 2 Creating a local management model to enable community management of public assets.
- 3 Being clear about the collective responsibility for Cornwall’s natural and cultural assets and about the balance between protecting them and generating income.
- 4 Exploring the creation of a Cornwall energy company to improve fuel security and retain the financial benefits by generating and providing renewable electricity.
- 5 Encouraging and supporting local communities to capitalise on their own natural energy resources and reinvest the income generated within the community.
- 6 Maximising all of Cornwall’s energy potential including marine and geothermal energy, securing the associated employment opportunities in manufacturing, research and development.
- 7 Promoting Cornwall’s culture and heritage, fully recognising and promoting the Cornish as a protected national minority.

“ Our aim is to integrate service provision, protect the most vulnerable and ensure everyone has the best possible opportunity to improve their physical and mental wellbeing and stay safe.

The rationale

Good health and wellbeing is at the heart of happy, vibrant and prosperous communities. It provides the foundation for our ability to learn and develop, helps us to achieve our personal and family ambitions, and can sustain a good quality of life in later years.

People in poorer communities live shorter lives and also have longer periods of ill health. Inequalities start before birth and are reinforced by factors like poor housing and not being prepared for school. These in turn lead to unemployment or lower paid jobs. Unhealthy environments and lifestyles create a higher risk of developing physical and mental health conditions and a dependency on health and social care services into older age.

Healthier and safe communities



What does this mean?

- 1 Supporting Cornwall's Health and Wellbeing Board to improve health and well-being, enhancing people's experience of care and reducing the cost of care through greater integration.
- 2 Reducing health inequalities with a sustained focus on those areas where the Council can have the greatest impact.
- 3 Recognising the importance of early years support, early intervention and effective mental health services for both children and adults.
- 4 Working jointly with partners with communities to help us understand their needs and ambitions and collectively design solutions that are sensitive to local circumstances.
- 5 Creating sustainable, safe and resilient communities: protecting our communities from harm, with access to clean and safe environments.
- 6 Supporting measures to ensure people have access to affordable safe and nutritious food and fuel to heat their homes – working with communities to simplify referral systems to ensure that the most vulnerable receive help.
- 7 Improving the quality of care and safeguarding for vulnerable adults and children, including simplifying the process of sharing information and by making sure every contact with people counts.

“ Our aim is to identify, design and adopt innovative approaches to finance, technology, assets and our workforce to enable us to meet future financial challenges and deliver services in the most efficient and effective means.

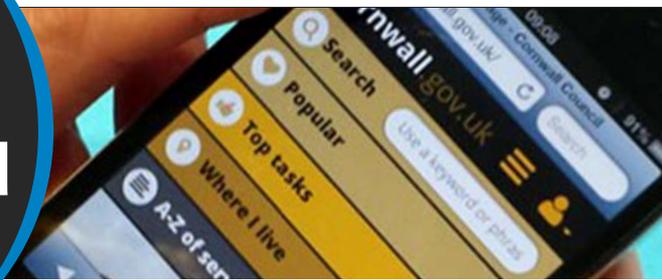
The rationale

About £170m of savings have been made since 2009 through better processes, pay bill reductions, reducing waste and bureaucracy whilst, for the most part, protecting front line services. The Council has been innovative and adopted new ways of working including setting up arm's length companies to trade and generate income.

However, grant funding from the Government is expected to be phased out completely by 2020 which, coupled with rising demand and costs, intensifies the financial challenge.

An effective response to this challenge will mean increasing diversity in the way we provide public services and support for communities to play a bigger role in shaping and providing services.

Being efficient, effective and innovative



What does this mean?

- 1 Maximising the potential of public buildings and land for the wider benefit of Cornwall and ensuring that public assets are used effectively to deliver services and add value to the community.
- 2 Reviewing income generation, investigating different payment models for the commissioning of services, social impact bonds for example, and adopting a less risk-averse and accelerated approach to devolution.

- 3 Increasing the use of modern technology to provide Council services and greater coordination of digital service provision with partners to enable more households to get online.
- 4 An efficient and effective workforce – putting in place a design for the organisation, policies and processes which allow agility and flexibility, reduce costs, enable strong retention, recruitment and sharing staff with other organisations where this makes sense.
- 5 Adopting a simple way of measuring performance and impact with targets that are meaningful and important to the public.



If you would like this information in another format or language please contact:

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