



one and all *onen hag oll*

**CORNWALL
COUNCIL**

2018-2022 **BUSINESS PLAN**

Refreshed February 2019



- Healthy Cornwall
- Homes for Cornwall
- Green and prosperous Cornwall
- Connecting Cornwall
- Democratic Cornwall

www.cornwall.gov.uk

Our commitment for Cornwall

Our commitment is to work with the people of Cornwall and use our resources wisely to protect and enhance our unique environment, create more homes and jobs for our residents, and ensure everyone can live well and safely together.



Cornwall is a fantastic place to live, but faces a time of unprecedented change and pressures. It is crucial that the Council works with its partners across and beyond Cornwall to improve the areas that are most important to over 550,000 residents.

In our 2017 survey of over 11,000 residents of Cornwall, people told us that their top priorities are affordable decent housing, hospital and GP services, and care for the vulnerable and elderly. People would also like to see improvements in road and pavement repairs, wage levels, job prospects, and cost of living and public transport. You have told us what you think. This plan explains how we will deliver.

Where are we now?

We know how much residents love Cornwall. In the 2017 resident survey, 82% of people said they were satisfied with living in their local area. Our children's services are amongst the best in the country. We have many small and mighty businesses. Our communities are amongst the safest places to live, and our natural environment is world class. Over five million choose to visit Cornwall every year.

Adam Paynter,
Leader of Cornwall Council

However, Cornwall and the Council are under increasing pressure. We have less money for local services than we did in 2010. More people are living longer and have complex health needs. Increasing regulations and demands put pressure on our services. Some areas face continuing deprivation and poorer households find it hard to make ends meet. We also have a degree of uncertainty about what Brexit will mean for our tourism, agriculture and fishing industries, and investment in Cornwall's future growth.

Where are we headed?

If we are to improve life in Cornwall, we need to encourage sustainable and inclusive growth that focuses firmly on people, place and prosperity. Our priorities are summarised on the next page and outlined in more detail in the remainder of the plan.

A handwritten signature in black ink, appearing to read 'Adam Paynter'. The signature is fluid and cursive, written over a light blue background.

Agan arwostel rag Kernow

Agan arwostel yw oberi gans pobel Kernow ha devnydhya agan asnodhow yn fur rag gwitha ha gwellhe agan kerghynnedh unnik, gwruthyl moy anedhow ha sodhow rag agan trigoryon, ha surhe may hallo pubonan bewa yn ta hag yn salow war-barth.

Kernow yw tyller bryntin ynno dhe vewa, mes yma a-dheragdhi termyn a janj hag ynnow na veu prevys kyns. Troboyntel yw an Konsel dhe oberi gans y gesparow a-dreus ha dres Kernow rag gwellhe an arenebedhow yw an posekka dhe voy ages 550,000 a drigoryon.

Y'gan arhwithrans 2017 a voy ages 11,000 a drigoryon Kernow, tus a leveris dhyn bos aga ughella ragwiryow treven kavadow, gonisyow klavji hag MO, ha gwith a dus woliadow ha koth. Tus a garsa gweles ynwedh gwellheansow dhe ewnheansow fordh ha kons, nivelyow gober, chonsyow ober, kost bewa ha karyans poblek. Hwi re leveris dhyn an pyth a dybowgh. An dowl ma a glerha fatel wren ni delivra.

Ple'th eson lemmyn?

Ni a wor yn ta myns may kar trigoryon Kernow. Y'n arhwilans a drigoryon 2017, 82% a'n dus a leveris aga bos kontent ow pewa y'ga ranndir leel. Yma agan gonisyow fleghe yn-mysk an gwella y'n pow. Ni a'gan beus lies negys byghan ha meur. Yma agan kemenethow yn-mysk an salowa tylleryow ynna dhe driga, ha'gan kerghynnedh naturel yw a vri dreusvysyek. Moy ages pypm milvil a dus a dhewis vysytya Kernow pub bledhen.

Byttegyns, yma Kernow ha'n Konsel ow perthi ynnow usi ow kressya. Ni a'gan beus le arghans rag gonisyow leel ages dell esa genen yn 2010. Yma moy tus ow pewa dres termyn hirra hag y's teves edhommow yeghes komplek. Rewlys ha gorholethow usi ow kressya a worr ynnow war agan gonisyow. Yma dherag nebes ranndiryow esowyow a bes ha kales yw rag tiogethow boghosekka dyghtya aga bojet yn sewen. Ni a'gan beus ynwedh nivel a ansurneth a-dro dhe'n pyth a wra styrya Brexit rag agan diwysyansow tornyaseth, ammeth ha pyskessa, keffrys ha kevarghow yn tevyans devedhek Kernow.

Ple'th eson ow mos?

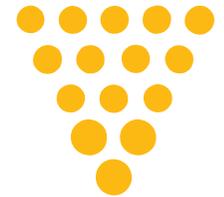
Mar mynnyn gwellhe bewnans yn Kernow, res yw dhyn kenertha tevyans sostenadow ha dalghus, hag a fogel yn fyrv war dus, tyller ha speda. Berrskrifys yw agan ragwiryow war an folen a sew ha manylyes pella yns yn remenant an towl.



Adam Paynter,
Ledyer an Konsel

Our priorities for Cornwall

We will work with the people of Cornwall and use our resources wisely to protect and enhance our unique environment, create more homes and jobs for our residents, and ensure everyone can live well and safely together.



Our values

- **We listen:** we will work with the people of Cornwall
- **We are responsible:** we will use resources wisely
- **We act in the best interests of Cornwall:** putting people first

Our aims

- **Ensure** everyone can live well and safely together
- **Create** more homes and jobs for residents
- **Protect** and enhance the environment



Our five priority areas are:

Healthy Cornwall

- Better health for everyone.
- Protect and improve the lives of vulnerable adults.
- Provide care for hospital leavers (less time in hospital).
- Increase the aspirations for our young people.
- Children are healthy, safe and protected from harm.
- Fewer children living in poverty.



Health,
social care
and families

Homes for Cornwall

- Provide 1,000 homes direct by the Council.
- Raise standards of privately rented homes.
- Bring empty properties back into use.
- Support Land Trusts and other providers to deliver homes.
- Lobby to protect residents impacted by welfare reform.
- Fewer people living in fuel poverty.



Homes

Green and prosperous Cornwall

- Use Council land to create jobs.
- Invest in skills required by current and future employers.
- More apprenticeships.
- Pay the Living Wage Foundation living wage.
- Reduce waste by increasing reuse and recycling.
- Support the development of renewable energy and environmental growth.
- Aspiring to a clean Cornwall that residents and visitors are proud of.



Environment,
growth and jobs

Connecting Cornwall

- Improve sea, road, rail, air and bus networks.
- Link bus and rail timetables, ferries and the airport.
- Give communities more influence to improve roads.
- Enhance broadband and mobile connectivity.



Transport and
connectivity

Democratic Cornwall

- Communicate better with our communities.
- Lobby for fair funding.
- To seek further devolution from Whitehall to Cornwall and within the Duchy.
- Make Cornwall Brexit ready.
- Strengthen local democracy, local decision making and local service delivery.



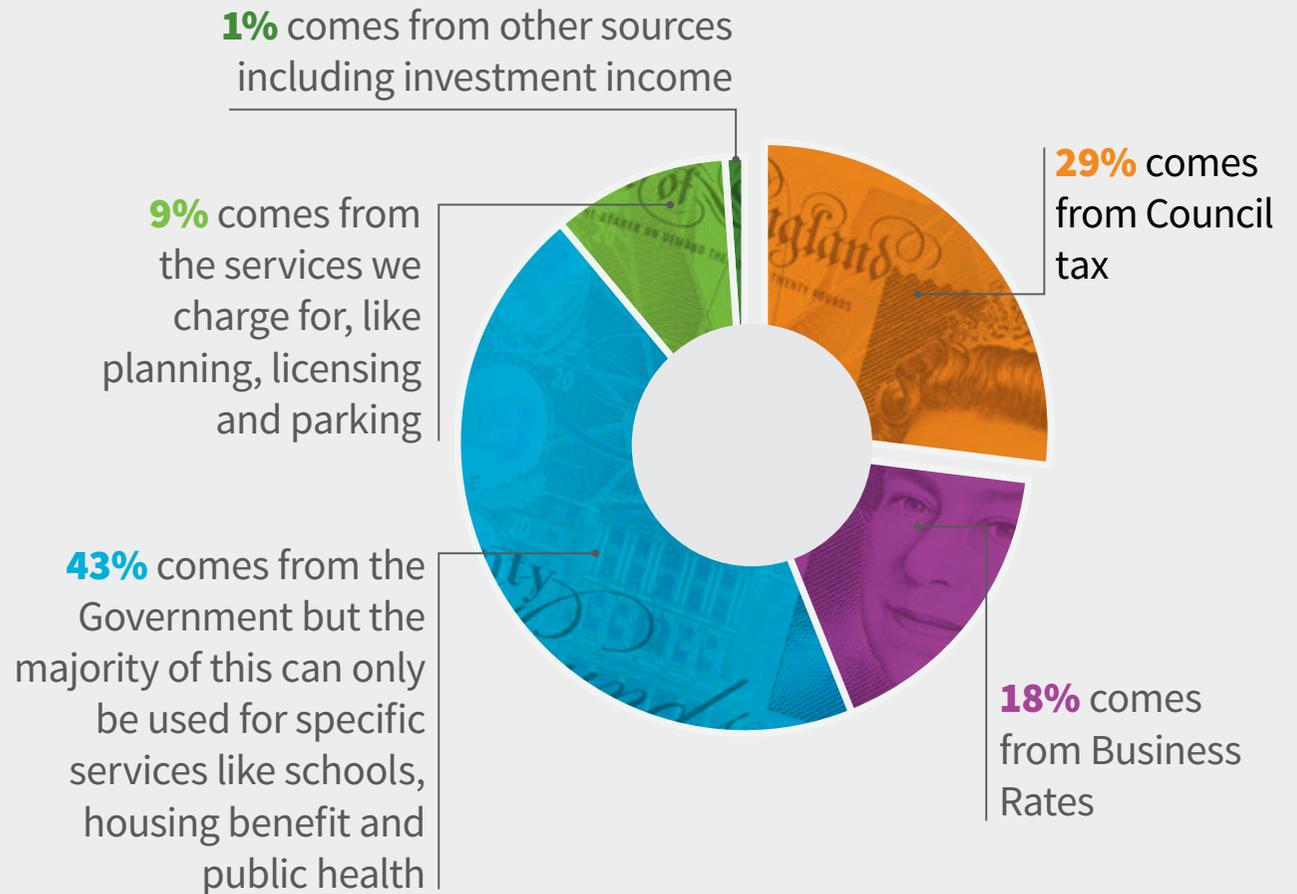
Devolution
and localism

Using our resources wisely

We have an annual budget of **£1 billion** which we use to deliver services to **more than half a million residents** and **over five million visitors** a year.

We manage **10,000 hectares** of land, employ more than **5,500 staff** and support many more local jobs through our contracts with local businesses. Using our resources wisely to deliver value for Cornwall is one of our core values.

We don't get all the money from council tax



In 2019, for every £100 we receive to fund services, we will spend:



caring for adults who need our help



helping children and young people get the best start in life they can



on housing benefit for people on low incomes, helping to prevent homelessness



planning and building new affordable homes for local people, investing in Cornwall's economic growth, major road schemes, schools and buildings



collecting rubbish and recycling, and looking after our countryside, parks and beaches



fixing and maintaining roads, street lighting, and on public transport



running the Council and holding elections



on fire and rescue services, fighting and preventing fires and keeping our communities safer



helping people keep well and stay healthy



on online services to improve customer access and offer different ways for residents to contact us



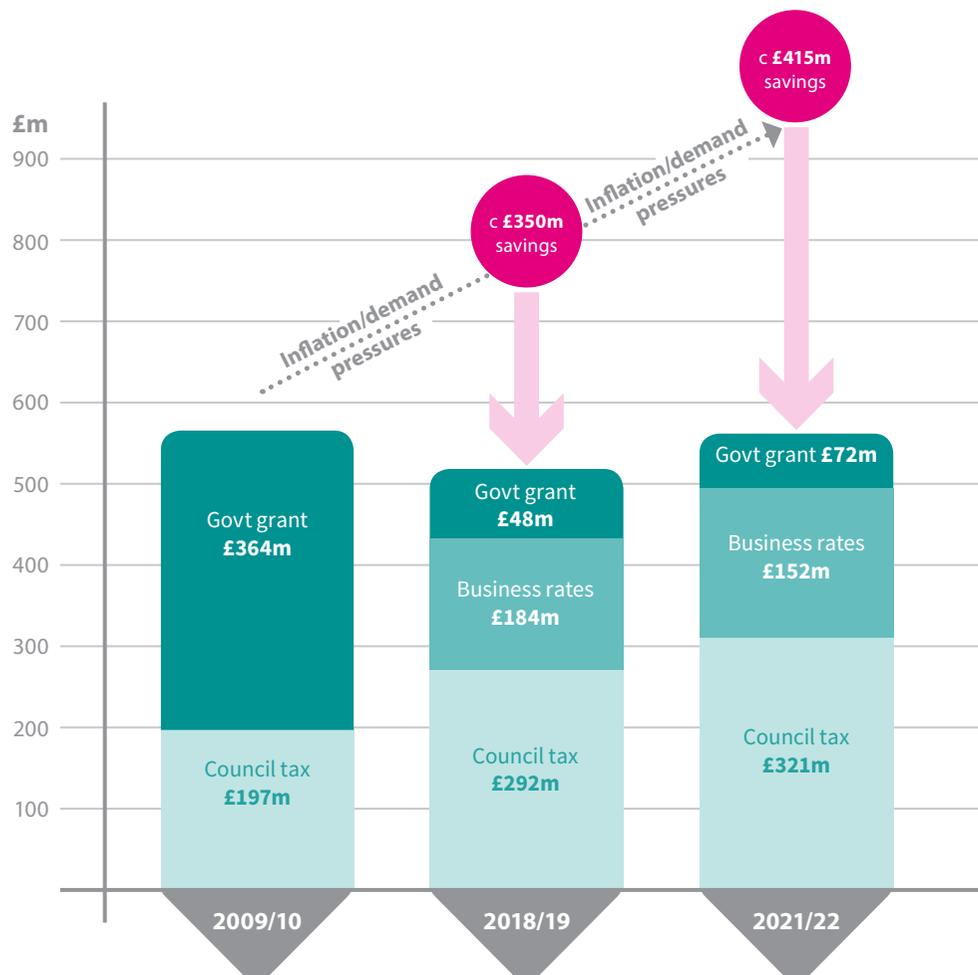
to run libraries, registration services and maintaining trading standards

The financial journey so far

More people are using our services, and the costs of delivering those services have increased, as the dotted line on the chart below shows. At the same time, the amount of grant that Cornwall gets from the Government has gone down.

Since its creation in 2009 Cornwall Council has delivered around £350 million of efficiencies and savings to bridge the gap between rising costs and demand for services, and falling Government funding. Further savings of around £65 million will be needed over the next four years.

We pass much of our gross budget straight on to schools and to fund housing benefit, so when we look at our spending for the next four years, we focus on our net budget which is mainly funded from business rates and council tax.



What are we going to do?

We are determined to improve life chances for everyone in Cornwall and to close the gap for the most vulnerable members of our communities. This commitment underpins all our priorities in this plan. We will:

- allocate money to the areas that matter most to people, including spending more on caring for vulnerable adults, building more affordable homes, and making sure more people across Cornwall are paid a decent wage.
- invest in Cornwall's future growth and prosperity by creating homes and jobs for our residents, our Devolution Deal with Government means we will keep local business rates, so their taxes will now benefit Cornwall rather than Whitehall.
- continue to find savings and efficiencies, and deliver more services jointly with our partners and through other organisations. For instance, we now have a charitable social enterprise running the Council's leisure facilities which is improving services for residents as well as saving £3.5 million every year.
- invest in commercial opportunities that bring extra money into Cornwall to help fund local services. We were amongst the first in the country to create council owned companies that can trade and bring money into Cornwall. Our group of companies also manage major projects to create more homes and jobs.
- increase the amount we spend with local businesses and use our contracting power for the benefit of our communities wherever possible.

How will we measure success?

% of residents satisfied with the way that the Council runs things.

% of residents who agree the Council provides value for money.

% of Council spend with local businesses.

No slippage in our investment and savings plans beyond agreed tolerances.



Healthy Cornwall

People have told us that local health services are their top priority for Cornwall¹. We will work with our NHS partners to improve health and care for adults and make sure Cornwall's children's services are best in class. We know good health is about more than just services. Our lifestyles, environment, homes and communities are also important.

Our priorities for 2018-2022

- Deliver better health outcomes for everyone.
- Ensure people are able to leave hospital, once they are well enough, with the right care in place.
- Protect and improve the lives of our vulnerable adults.
- Increase the aspirations for our young people.
- Protect children from the risk of harm.
- Promote children's physical and mental health.
- Reduce child poverty.
- Increase the number of people taking outdoor physical activity.

It is estimated that by 2025 there will be

47,000



more people in Cornwall, with greatest growth amongst the youngest and oldest who rely on our services most



An estimated 8,000

children in Cornwall live in families where there is domestic violence²



75% of death and disability in Cornwall is due to health conditions that can result from five lifestyle factors (smoking, alcohol, physical inactivity, diet and social isolation)³



What are we going to do?

Our children and family services are rated in the top 25% of children's services in the country from Ofsted.

We will work with our health partners to improve outcomes for Cornwall's children and families, particularly the increasing number living in poverty. This programme of work, called 'One Vision,' brings together a range of people and services to help ensure every child and young person can be safe, healthy and have equal chances in accessing all available opportunities to achieve brighter futures. Our strong track record in this area means Government will invest £1.9 million alongside our funding to make sure Cornwall's children's services are high quality.

We know NHS and Council services need to be more joined up. In particular, our adults' services face challenges. While people in Cornwall live longer on average than elsewhere, they spend less of their lives in good health. We will work with our NHS partners to make sure people get the health and care services they need. This programme of work is called 'Shaping our Future'. It will

help people in Cornwall and the Isles of Scilly to stay as healthy as possible for as long as possible, support people to help themselves and each other so they stay independent and well in their community, and provide services that everyone can be proud of and reduce the cost overall.

We will provide an extra £14 million funding to care for vulnerable adults. Our public health service will promote wellbeing and invest in helping people of all ages to stay healthy for longer.

Our fire and rescue service works closely with other blue light services to help everyone in Cornwall live well and safely together, as well as providing an effective response in emergencies. We were first in the country to employ tri-service officers so that our rural communities have paramedic, policing and fire support from a local officer.

“ While people in Cornwall live longer on average than elsewhere, they spend less of their lives in good health ”

Early Help Hub

Cornwall's pioneering integrated multi agency Early Help Hub provides a single point of contact for information, advice and guidance for children, young people and families.

Staffed by professionals from both health and social care services, the Hub is dedicated to quickly assessing any problem affecting a child or young person and ensuring they connect with the right support. The Hub's success is based on sharing information at an early



Case study

stage and a speedy response, which often stops a problem becoming more established.

The work of the Hub has been widely praised, with 87% of parents and carers who had accessed the service, saying they were satisfied or very satisfied with the service they had received.

Success measures

- Reduce the number of people staying in hospital longer than they need to because of delays in providing care.
- Increase the proportion of working aged adults with a learning disability in paid employment.
- Reduce the need for admission to care homes for older people and younger adults with disabilities.
- % of users who are satisfied with the Council's children and family services.
- Increase the number of disadvantaged young people in Cornwall who achieve a good GCSE pass in Maths and English, compared with all young people in England.
- Reduce the number of children living in poverty whose families benefit from our services.



Investment: **£558m** Capital: **£88m**

Savings: **£54m**



Homes for Cornwall

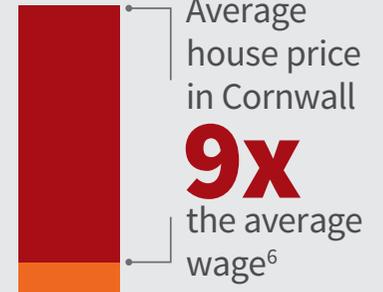
Residents have told us that affordable, decent homes are one of the most important issues for Cornwall⁴. We will build more homes that people can afford to rent or buy and make sure that new developments protect and enhance our environment.

Our priorities for 2018-2022

- Provide 1,000 homes direct by the Council.
- Raise the standards of private rented homes.
- Support the community land trusts and housing associations to deliver homes in Cornwall.
- Bring empty properties back into use.
- Lobby to protect residents impacted by welfare reform.
- Reduce the number of people who have to spend more than 10% of their income to heat their homes.



36% of homes are in poor condition, linked to poor health and increased costs to the NHS⁵



14% of households are in fuel poverty and struggle to afford to heat their homes⁸

19,800  households need a home and are on our housing register⁷



What are we going to do?

Cornwall needs well planned growth. We will use our Local Plan, and communities' own neighbourhood plans, to make sure development in Cornwall meets local needs and respects our local environment.

We need 12,000 new homes over the period 2018-2022 to meet growing local demand for housing. We will work with housing associations and other developers to support them to build more homes, and the council will also provide 1,000 homes.

Increasing the number of homes for rent is also important, so we will help bring empty properties back into use. We will also work with private landlords to improve private rented homes and prosecute landlords who don't meet their responsibilities.

Too many existing homes are in poor condition or hard to heat, which impacts on people's health and increases costs to the NHS. We will fund work to make vulnerable residents' homes cheaper to heat. We are also the landlord for 10,000 social homes and we will reinvest their rents to improve quality.

We will help prevent homelessness through partnerships such as 'No First Night Out', which helps those facing pressures that would tip them into rough sleeping.



“ People have told us that more decent, affordable housing is one of their top three priorities for Cornwall. ”

No first night out

Nos Da Kernow (No First Night Out) project brings partners together to prevent people like Dave rough sleeping.

Dave fell into rent arrears after losing his job and was at serious risk of having to sleep rough. Nos Da Kernow (No First Night Out) arranged for £300 of the arrears to be paid off by a charity and then put together a manageable repayment plan for Dave to re-pay the charity. The landlord was happy with this arrangement and Dave was able to stay in his home.

Case study



“ Joined up support is already making a difference to people like Dave. ”

Success measures

- Number of new homes provided by the Council.
- Number of homeless preventions.
- Number of long term empty properties brought back in to use.
- Number of homes that cost less to heat as a result of our investment.



Investment: **£209m** Capital: **£433m**

Savings: **£4m**



Green and prosperous Cornwall

We will protect and enhance our unique environment and provide more jobs for people in Cornwall.

Our priorities for 2018-2022

- Use Council land to create jobs, as part of our plan to secure 38,000 new jobs across Cornwall by 2030.
- Ensure people in Cornwall are trained with the skills that our current and future employers need.
- Use our contracts to ensure more people working in Cornwall are paid a genuine living wage.
- Increase the number of apprenticeships for people in Cornwall.
- Invest across Cornwall to create jobs, provide homes and improve lives.
- Reduce waste by increasing reuse and recycling.
- Become a leader in environmental growth and renewable energy.
- Continue to support, fund and celebrate Cornish heritage and culture.



The average annual wage is around **£5,000** less than elsewhere in the country⁹



37% of our annual electricity consumption is generated from Cornwall's renewable electricity capacity



Our productivity is **69%** of the England average¹⁰



What are we going to do?

Over the last seven years, earnings in Cornwall and the Isles of Scilly have gone up. More people than ever have NVQ Level 4+ qualifications. We have improved faster than the rest of England in these areas.

However, the average annual wage in Cornwall and the Isles of Scilly is still over £5,000 less than elsewhere in England. Our productivity per job continues to be lower, with a widening gap between us and the rest of the country.¹¹

We will create more jobs and increase local wages, so that residents can enjoy better living standards and people can build long-term careers here in Cornwall. We will play our part as an employer by paying Foundation Living Wage, as well as investing in creating and growing local businesses, and using Council land to create jobs.

Cornwall is rich in renewable energy sources, and we have made major investments in wave and geothermal energy projects. We are fast becoming a leader in renewable energy, which is also helping to create jobs. However, we need to improve our waste and recycling rates, which are worse than many other areas of the country.



Our natural environment makes Cornwall a fantastic place to live for over half a million people. It brings about 5 million staying visitors to Cornwall each year, adding £1.86 billion to the local economy and supporting one in five local jobs¹². Our residents need good homes and jobs, along with the clean streets, well maintained roads, leisure attractions and retail facilities, which are also important to visitors. Our Environmental Growth Strategy will ensure development that meets these needs also protects and enhances our environment.

“ We are fast becoming a leader in renewable energy, which is also helping to create jobs. ”

Growth and Skills Hub

The Growth and Skills Hub helps businesses work smarter and thrive through access to support, skills and training.

The hub offers free, impartial and independent business and skills advice to help turn ideas and plans into actions.

For example, as a result of a Growth Hub referral for an engineering business, they were awarded a grant towards the cost of specialist machinery which resulted in the creation of two new jobs.



Case study

The hub helps local businesses grow by identifying opportunities such as funding, coaching, apprenticeships or help with sales, marketing, leadership and management. Support to start-up a business is also available.

www.ciosgrowthhub.com

Success measures

- % increase in average weekly earnings.
- % of planning appeals successfully defended.
- % of Cornwall’s household waste sent for reuse, recycling and composting.
- Number of spaces benefiting from environmental growth funding or activities (including the Green Infrastructure for Growth Fund and Grow Nature Seed Fund).



Investment: **£106m** Capital: **£252m**

Savings: **£8m**



Connecting Cornwall

Our location and geography increases the importance of Cornwall having effective connections, including all forms of transport and the internet. Whether you are living, visiting or working in Cornwall, it is important for people, places and services to be connected, within the county and to other parts of the world, and even beyond with our ambition to build a Spaceport.

Our priorities for 2018-2022

- Improve sea, road, rail, air and bus networks, working with our partners.
- Give communities more influence over funding to improve roads.
- Create an integrated transport system, linking main line bus and rail timetables, ferries and Cornwall Newquay airport.
- Provide better broadband and mobile connectivity for businesses and people.



Superfast Cornwall now covers **95%** of premises¹⁴



We maintain over **4,545** miles of roads from major roads to narrow country lanes¹³



17% of households have no car in Cornwall¹⁵



Around **460,000** passengers passed through Cornwall Newquay airport last year



What are we going to do?

We want to encourage more people to use less polluting options to travel around Cornwall.

Our devolution deal means we will create the first fully integrated public transport system outside of a big city. This will provide a cleaner, greener and more efficient way to travel, including the Cornish equivalent of London's Oyster card which can be paid for with cash or our new contactless payment system.

We will enhance Cornwall's road network with major schemes like dualling the 8.7 mile stretch of single carriageway on the A30 between Carland Cross and Chiverton. The Council remains committed to upgrading the A38 and will continue to urge Highways England to provide substantial investment to enhance this key strategic link. We will also maintain our vast network of rural roads effectively, including repairing potholes, and report back to you promptly when you tell us about highways maintenance issues.

“ Our devolution deal means we will create the first fully integrated public transport system outside of a big city. ”



We recognise that parking is an important issue for residents and will develop a new parking strategy to support the sustainability of our town centres and improve the quality of our environment. And for those who wish to walk and cycle in Cornwall, we are creating safe environments to support active healthy lifestyles.

The internet is important to businesses and residents alike in Cornwall. We are supporting the rollout of Superfast Broadband to make Cornwall and the Isles of Scilly among the best digitally connected places in the world.

Strategic link strengthened

Case study

One of Cornwall's most important strategic routes was transformed by the Council as the four lanes of dual carriageway between Temple and Higher Carblake opened in July 2017.

This scheme is expected to bring more than £134 million into the Cornish economy each year, and play a key role in the future prosperity of Cornwall.



“ The new dual carriageway has improved traffic flows, road safety and reliable journey times. ”

Success measures

- Number of passenger journeys in Cornwall across all transport modes: bus; rail; air and ferry.
- % of reported potholes (and other category 1 highway safety defects) repaired within 48 hours for strategic and urban roads, and 72 hours for rural roads.
- Number of premises with superfast broadband coverage.



Investment: £106m Capital: £377m
Savings: £8m



Our priorities for 2018-2022

- Communicate better with our communities.
- Seek further devolution from Whitehall to Cornwall.
- Lobby for fairer funding for Cornwall.
- Make Cornwall Brexit ready.
- Strengthen local democracy, local decision making and local service delivery.

Democratic Cornwall

People have told us that they are not always well informed about Council services or able to influence local decisions. We are determined to listen to people, act in their best interests, and give them a greater say in decisions.

 **40%** of residents live in small settlements of less than 3,000¹⁶

Over **300**  libraries and community facilities are run locally

Cornwall has among the highest volunteering rates in the country - about **1 in 3** people¹⁷





What are we going to do?

Cornwall is a large county, with 40% of people living in small settlements of less than 3,000. Our strong, distinctive local communities are the backbone of Cornwall.

We provide 23 Information Services (previously one-stop-shops) in local communities so people can talk to us face to face when they need to. We will help more people get online, so they can attend Council meetings, have a say on key issues and access our services. We will use our 19 community network panels to give people more influence over decisions, such as how money to improve their local roads is spent. We will empower communities to run more libraries locally and bring other community facilities back under local control.

Cornwall is the only rural authority to have a devolution deal, which gives us more money and powers from Government. So far, our deal has given us local control over £396 million of

“ We will help more people get online, so they can attend Council meetings, have a say on key issues and access our services. ”

additional funding, provided 78 new buses, 255 new homes and support for over 9,000 local businesses to grow.

Our fire and rescue service is using the advantages of being part of Cornwall Council to create greater community resilience and strengthen and empower hundreds of local communities across Cornwall.

We will stand up for Cornwall and lobby for more money and powers to be devolved, so we can continue to prosper as Britain leaves the European Union. We are working closely with local partners to speak with one voice to Government because we know that we can achieve more for Cornwall together.



St Austell takes control

Case study



In ground-breaking devolution deal, Cornwall Council has transferred a number of important local community sites to St Austell Town Council to secure their future for local residents and visitors.

The ‘total place’ devolution package includes 39 different areas of public open space, such as Poltair Park and Truro Road Park, as well as responsibility for grass cutting and planting on highway verges, roundabouts and closed churchyards.

These transfers follow the devolution of allotments and public conveniences to the Town Council, and more recently the devolution of St Austell Library, Priory Car park and The House Youth Centre - all part of Cornwall Council’s devolution programme offering local councils and communities the opportunity to take on services, often enabling a better level of local service provision.

Success measures

- % of residents who say we got everything right first time with regards to their most recent contact with the Council.
- Number of libraries run locally and other community facilities - including public realm assets - that are back under local control.
- % of residents who agree the Council is campaigning and standing up for Cornwall.



Investment: **£73m** Capital: **£52m**
Savings: **£14m**

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

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Telephone: 0300 1234 100

References

- 1 <https://www.cornwall.gov.uk/council-and-democracy/have-your-say/residents-survey-2017/>
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