




**CORNWALL
COUNCIL**
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Business Plan 2022/26

Together for a carbon neutral

CORNWALL

where everyone can start well,
live well and age well 



Together for Cornwall

Foreword from Linda Taylor, Leader of Cornwall Council

For the first time in Cornwall's history, we have a Conservative Council working with six Conservative MPs and a Conservative Government. I am determined that together we create a better Cornwall for all of our residents.

Since forming this new administration, we have thought long and hard about what we would see as our measures of success for the next four years. Put simply, our priorities are the same as those of our residents – making Cornwall:

- **A brilliant place to be a child and grow up**
- In a **thriving, sustainable Cornwall** that offers a secure home, a decent income and a great environment for all
- With **vibrant, safe, supportive communities** where people help each other live well
- All supported by an **empowering and enterprising Council** that provides good value for money and gets it right first time for customers

These priorities will underpin everything we do over the next four years. And we have already begun. We have been named as the nation's leading local authority in tackling the climate crisis, with judges commenting that Cornwall Council is "forging ahead in the race to net-zero, nature-based solutions and climate adaptation." Through hosting the G7 Summit, we have secured the Prime Minister's backing to make Cornwall the first net zero region and stimulated international investment interest in growing our green economy. As a Council, and following formal adoption of a children's rights approach in November, we are at the forefront of embedding the rights of the child in everything we do.

Our plans are to create a carbon neutral Cornwall where everyone can start well, live well and age well

Above all, we have been united in our efforts to protect our most vulnerable and support our communities. From rapid action to tackle the housing crisis, to a tireless focus on keeping people safe as we learn to live with COVID-19, we have seen just what can be achieved when we work together with communities. This ethos is at the heart of our plans to create a carbon neutral Cornwall where everyone can start well, live well and age well.

Throughout this document you will find clear measures of success so that you can hold us to account for delivering our priorities for Cornwall. You will also find ideas for how you can help – because we can achieve more when we work **together for Cornwall**.

Linda Taylor
Leader of the Council

War-barth rag Kernow

Raglavar dhyworth Linda Taylor, Ledyer Konsel Kernow

Rag an kynsa prys yn istori Kernow, ni a'gan beus Konsel Gwithyasel owth oberi gans hwegh Esel an Senedh ha Governans Gwithyasel. Ervirys ov vy ni dhe wruthyl war-barth Kernow well rag oll agan trigoryon.

A-dhia furvya an menystrans nowydh ma, ni re dybis hir ha krev a-dro dhe'n pyth a welsen ni avel agan musuryow a sewen rag an nessa peder bledhen. Gorrys yn sempel, agan ragwiryow yw an keth ha'n re dh'agan trigoryon - ow kul dhe Gernow bos:

- **Tyller splann dhe vos flogh ha tevi**
- Yn **Kernow sostenadow ha sewen** hag a brof annedh dhiogel, gober onest ha kerghynnedh marthys rag peub.
- Gans **kemenethow bewek, salow ha skoodhyanse** le may kweres tus an eyl y gila dhe wewa yn ta
- Oll skoodhys gans **Konsel ow kallosegi ha negysiethel** a brov talvosogeth dha hag a wra taklow yn ewn orth an kynsa prys rag kliensow

An ragwiryow ma a vydh selven yn-dann bubtra a wren ni dres an nessa peder bledhen. Ha ni re dhallathas seulabrys. Henwys re beun avel an awtorita leel ow ledya y'n wlas rag takla an baras hinek, gans breusys ow kampoella bos Konsel Kernow "ow mos yn-rag yn krev y'n resek dhe ylyn-mann, digolmow selys yn natur hag aswiwans hinek." Der ostya an Pennkuntelles G7, ni re fasthas skoodhyans an Pennvenyster dhe wul dhe Gernow bos an kynsa ranndir ylyn-mann ha kentrynna bern kevarghow keswlasek y'gan erbysiedh glas ow tevi. Avel Konsel, ha wosa degemeryans formel gwiryow an flogh y'gan fordh a oberi yn mis Du, yth eson orth bleyn a worra gwiryow an flogh a-ji dhe bub tra neb a wren.

Agan tolow yw dhe wruthyl Kernow garbon diduel le may hyll pubonan dalleth yn ta, bewa yn ta ha kotthe yn ta

Kyns oll, ni re beu unys y'gan assayow dhe witha agan tus an moyha goliadow ha skoodhya agan kemenethow. A-dhyworth gwrians uskis dhe dakla an barras anedhans, dhe fog dibowes rag gwitha tus salow ha ni ow tyski bewa gans Kovid-19, ni re welas an pyth poran a yll bos kowlwrys pan wren ni kesoberi gans kemenethow. Yma an ethos ma orth kolon agan tolow dhe wruthyl Kernow garbon diduel le may hyll pubonan dalleth yn ta, bewa yn ta ha kotthe yn ta.

Dres an skrifan ma, hwi a gyv musuryow kler a sewen may hyllowgh agan gelwel dhe akont rag delivra agan ragwiryow rag Kernow. Hwi a gyv ynwedh tybyansow a fatel yllowgh hwi gweres - drefen ni dhe allos kowlwul moy pan oberyn **war-barth rag Kernow**.

Linda Taylor
Ledyer an Konsel



Our Mission

Working with communities for a **carbon neutral Cornwall**, where **everyone can start well, live well and age well.**

We know the pandemic has hit the least well-off hardest and worsened inequalities in people's life chances. We are determined to build back better, greener and fairer, with four priority outcomes to make Cornwall:

A brilliant place to be a child and grow up

In a thriving, sustainable Cornwall that offers a secure home, a decent income and a great environment for all



With vibrant, safe and supportive communities where people help each other live well

All supported by **an empowering and enterprising Council** that delivers great value for money



Working together

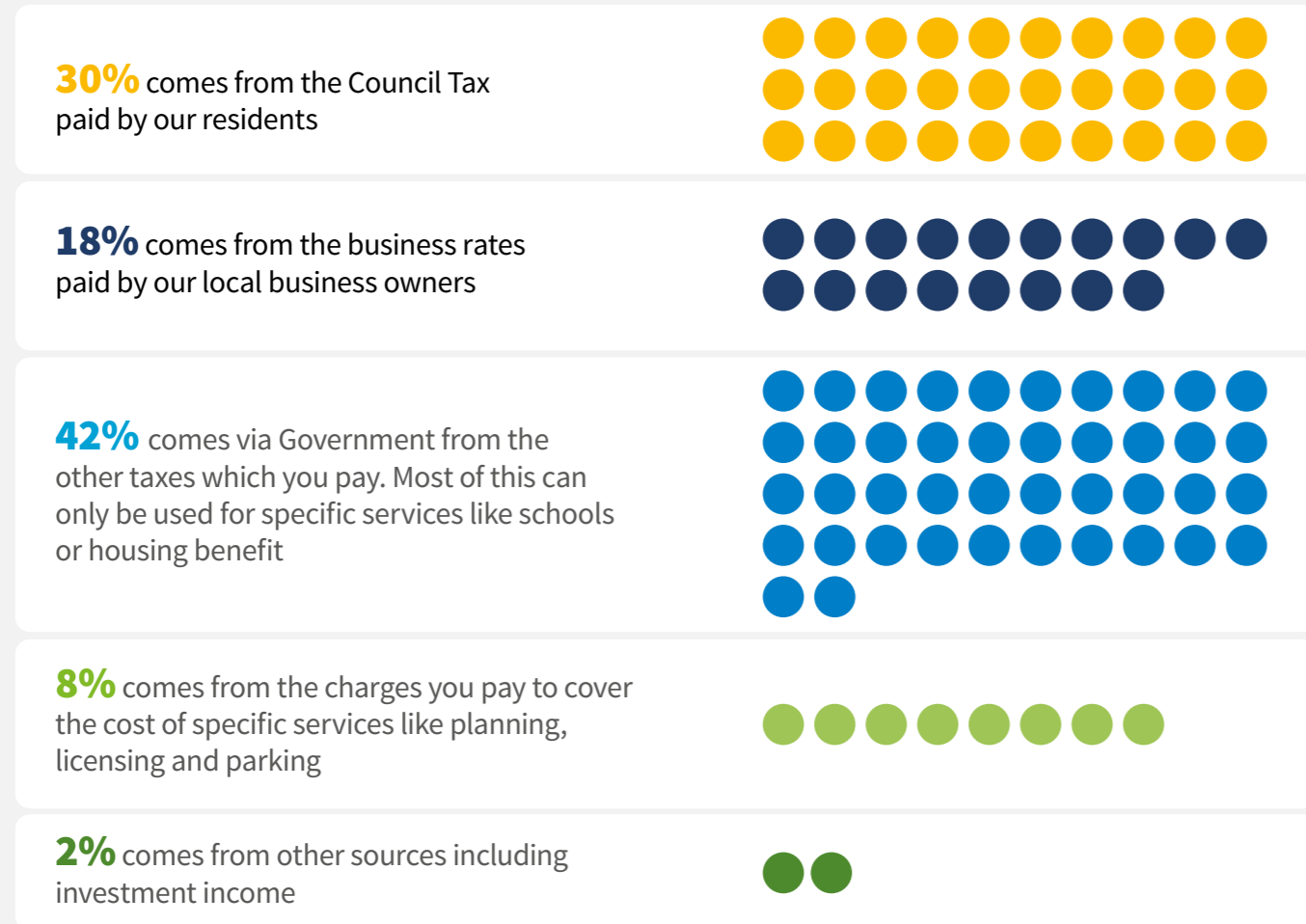
You can find out more about our plans in this document, which sets out clear pledges and success measures for each priority outcome. You will also find ideas for how you can help, because together we can achieve more for Cornwall.

Just as our compassionate communities came together to support each other through the pandemic, we all have a role to play in creating a carbon neutral Cornwall where everyone can start well, live well and age well.



Our resources

We will always remember that the money we spend is your money:



We will use every penny wisely to deliver the priorities that residents have told us matter most. Our value for money commitment is to deliver really good services within budget. This plan sets out how we will deliver our priority outcomes for Cornwall within clear expenditure limits.

For every £100 we receive to fund services, we spend:





PRIORITY FOR CORNWALL

A brilliant place to be a child and grow up

We want every child to have the best start in life and an equal chance of a bright future here in Cornwall. The voices and views of children and young people are at the heart of our plans. We will support our young people to get the most out of growing up in Cornwall and gain the skills to access new jobs in our changing economy.

We are determined to make Cornwall a place where every child can grow up...

Mentally and physically healthy

Over 2,000 children in Cornwall took part in the 'Make Your Mark' youth survey and their top ask is that we support their mental health. Clinically significant mental health conditions amongst children have risen 50% compared to 2017, and one in six children now have a probable mental health condition. We will give every child a healthy start, and the skills to make healthy choices. We will provide support at the earliest opportunity and aim to prevent escalation to other services. We will do this by listening to children and young people on the support they need.

Enjoying, learning and achieving

Disadvantaged children in Cornwall in 2019 were 5.4 months of learning behind their peers at the end of reception class. By Key Stage 2 this learning gap had widened to 11.3 months. The pandemic disrupted learning for all children. Disadvantaged children lost more months of learning than the average.

Research shows that by the age of 30, people with the highest levels of education are expected to live four years longer than people with the lowest levels of education. Children's earliest experiences define their outcomes in childhood and into adult life. Those who fall behind before school often struggle to catch up. To change the odds for our most disadvantaged children, we will focus on their first 1,001 days and provide our youngest children with the best start in life.



Living in safety and with stability

Every child should have the security of a warm, safe, loving home. Rising numbers are growing up in families that cannot afford adequate food or housing. Some parents are juggling the stresses of insecure jobs and debt. In an increasing number of cases, parents are struggling with mental ill health, addiction, or domestic abuse. As part of our plans to ensure everyone has the chance of a secure home and a decent income, we will reduce the number of children living in insecure accommodation and poverty.

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Accessing good jobs and a great environment

Children tell us they love Cornwall’s beautiful natural environment. They want more job opportunities so that they can see a good future for themselves here. We are determined to help our young people gain the skills and careers advice to access new jobs in high growth sectors like space and satellite, creative and digital industries, and renewable technologies. Careers guidance will be more relevant, engage parents as key influencers and better reflect our changing local economy. We also want to make sure every child can access the best that Cornwall has to offer including our beautiful beaches and green spaces. We will support children and young people to be more physically active and make the most of growing up in Cornwall. We will reduce the numbers that are not in education, employment or training.

Belonging and contributing as part of a society which respects their rights

A sense of belonging - of being accepted and included in a wider community - has important health benefits throughout life. Childhood is a vital time to cultivate positive social skills. We will champion the rights of children in Cornwall and give them a strong say over decisions affecting them. We will support them to make a positive contribution to their school and wider community.



Together for Cornwall

Our commitments to make Cornwall a brilliant place to be a child and grow up are set out below. We have also listed ideas for how you can help - because we achieve more for Cornwall when we work together.

We will:

Improve children’s wellbeing and ensure more children feel heard and involved in decisions that affect them

Improve educational attainment and narrow the gap for our most disadvantaged children in Early Years Foundation Stage and at Key Stage 2

Reduce the numbers of children living in poverty and in temporary accommodation

Reduce the number of young people who are not in education, employment or training

Increase children’s physical activity and participation in sports

How you can help:

Build positive relationships with the children in your life and make time to talk about what matters to them

Take up your free early education entitlement for pre-school children

Consider whether you could foster or adopt a child and give them a loving family home here in Cornwall

Encourage the children in your life to get the most out of their education, join clubs and be part of the community

Walk and cycle wherever possible and help the children in your life to be active

We will report on our progress every quarter using key performance indicators - so you know how we are doing.



Investment: **£112m** | Capital: **£69m** | Savings: **£7m**



A secure home, a decent income, and a great environment for all



We want to ensure that everyone in Cornwall has the opportunity for:

PRIORITY FOR CORNWALL

A thriving, sustainable Cornwall

A secure home, a decent income and a great environment are the essentials for living well and the cornerstone of our plans to create a thriving, sustainable Cornwall. Our plans to make Cornwall carbon neutral will grow nature and boost our green economy. We will support our residents to access new job opportunities and level up life chances for people across Cornwall.

A secure home for all

Both house prices and rental costs in Cornwall have risen by over 15% in the last year. With over 500 households in temporary accommodation, we are determined to help those who cannot find and afford a secure home.

We will:

- **provide more homes that local people can afford to rent or buy.** We will bring about a step change in the supply of high quality homes that local people can afford to rent or buy, working with Government, housing associations and developers.

We will bring long-term empty properties back into use and support people to downsize from under-occupied homes. We will also clamp down on ex-council homes where they are wrongly being used for holiday lets.

- **prevent homelessness and reduce the number of people living in insecure temporary accommodation.** We will reduce the number of people sleeping rough in Cornwall. We are opening a new rough sleeper assessment centre and we will accelerate delivery of our programme to provide decent self-contained temporary accommodation.

We will also provide financial support and assistance to help people in privately rented homes mediate with their landlords, and so prevent homelessness.

- **be a good landlord and raise standards for people who rent in Cornwall.** We provide council homes for over 10,000 households across Cornwall. Our commitment is to provide good quality housing and support for all of our tenants.

We will intervene to raise standards across the wider rented sector and wherever possible we will improve security for people in rented accommodation.

Our new rough sleeper assessment centre will help us to reduce the number of people sleeping rough in Cornwall.

A decent income for all

The G7 Summit has generated new global investment interest in our creative carbon zero economy. This is vital for our local economy as we want to create more higher paid jobs so that we can reduce the number of households reliant on Universal Credit. We know that many employers in Cornwall are experiencing labour shortages, so we will provide training and support for our residents to take up those jobs.

We will:

- **turbo-charge Cornwall's economy by facilitating growth and increased investment** in our green economy including high potential sectors like space and satellite, mining and tech metals, renewable energy and digital. Our plans to tackle the housing crisis will help boost the construction industry and create more jobs for people in Cornwall. We will also support Cornwall's wider network of businesses of every size to innovate, increase their productivity, decarbonise and grow.
- **support people of all ages to retrain, learn new skills and realise their ambitions.** We are determined that local residents benefit from new job opportunities in our high growth sectors. This will mean increased take up of apprenticeships and fewer people out of work. We will better align training with the skills needs of local employers in our changing economy and accelerate digital skills development. We will deliver proactive outreach to those furthest from the labour market. We will support them with skills and the challenges associated with poverty, insecure housing, ill health and wellbeing. If you are worrying about money, find out how you can get help [here](#).

- **champion good business, with more jobs paid the Foundation Living Wage.** We support the **Good Business Charter**. This commits businesses to pay the foundation living wage, helping to end in-work poverty. We will lead by example through our responsible procurement policy. This will make sure our suppliers are making a positive and measurable difference in Cornwall as part of our commitment to support local jobs.
- **regenerate our high streets** with vibrant, attractive town centres across Cornwall. Our approach to place shaping is firmly focused on supporting local communities to achieve their local priorities and create jobs. We will support towns across Cornwall to revitalise their local economies and become more sustainable and better connected places, where people need to travel less.

We are determined that local residents benefit from new job opportunities in our high growth sectors.



A great environment for all

We want you to love where you live so we will put communities in the driving seat to improve their local neighbourhood and natural environment.

We will:

- **create a cleaner, safer, greener Cornwall.** Our Keep Cornwall Clean campaign is tackling dog fouling and environmental crimes as well as supporting over 150 community litter picks every year. We will roll out a new waste service to help you reduce your waste and re-use, recycle and compost more. We also want to create living streets that everyone can enjoy and use safely, with more walking and cycling. We will reduce traffic speeds with more 20mph zones in communities across Cornwall.
- **grow nature and create habitats for wildlife to recover and thrive.** Nature is in crisis in Cornwall. Over 20 bird and 8 bee species went extinct locally in the last 50 years. Around 50 of our most important species are now under threat. We will grow a Nature Recovery Network in Cornwall which will create wildflower habitats for pollinators. Woodlands and wetlands will be restored as part of our nature-based solutions to fight climate change. We will create new green spaces for current and future generations to enjoy.
- **decarbonise the Council as part of our commitment to a carbon neutral Cornwall.** We will halve our carbon emissions over the four years 2022/26, and we will increase our carbon capture by directly funding over 140,000 new trees as part of our growing Forest for Cornwall. This will keep us on course to become a net carbon neutral Council by 2030.



We want you to love where you live so we will put communities in the driving seat to improve their local neighbourhood and natural environment.




Together for Cornwall


Our commitments to create a thriving sustainable Cornwall are set out below. We have also listed ideas for how you can help - because we can achieve more for Cornwall when we work together.

For a secure home for all, we will:


- Provide more good quality affordable homes for local residents to rent or buy**




Support planning proposals for affordable homes in your area
- Support more people to avoid homelessness through prevention work**



If you have a spare room, consider letting it to a local lodger rather than Airbnb
- Reduce the number of people living in insecure temporary accommodation**



Tell us if there is an empty home in your community so we can bring it into use
- Be a good landlord for over 10,000 households living in our council homes**




If you let out your home, be a good landlord too


How you can help:

For a decent income for all, we will:


- Secure growth, more trade and investment into Cornwall. More jobs will be paid at least the Foundation Living Wage**



If you employ people, pay them the **Foundation Living Wage**
- Revitalise towns across Cornwall and support jobs**



Buy local to support jobs in Cornwall
- Reduce the number of people who are unwillingly out of work and support people to progress into better paid jobs**




Take up opportunities for lifelong learning, skills and business growth


How you can help:

For a great environment for all we will:


- Increase the amount of land and seas being well-managed for nature**




Make space for nature and wildlife in your garden and local community
- Make our highways safe and healthy with more people choosing to walk, cycle and use public transport**



Walk, cycle or use the bus whenever you can - and if you have to drive, **don't speed**
- Keep Cornwall Clean with less litter and less waste. Help by reusing, recycling and composting more**



Reduce your waste and recycle more
- Halve the Council's carbon emissions by 2026, as part of our commitment to a carbon neutral Cornwall**



Cut your own carbon footprint starting with these simple **pledges**

How you can help:

We will report on our progress every quarter using key performance indicators - so you know how we are doing.



Investment: **£129m** | Capital: **£907m** | Savings: **£8m**





PRIORITY FOR CORNWALL

Vibrant, safe, supportive communities

We want everyone to feel safe and a part of their local community. We will work with our communities to help them achieve their local priorities and to help each other live well and thrive. Our community based approach will help residents and visitors alike to enjoy the best of Cornwall - and ensure that when people need extra support, they get the right care, in the right place, at the right time.

We will help people to live well and thrive at home

Across Cornwall there are amazing people coming together to do things they care about and create positive change in their communities. This includes organising sporting clubs and cultural events, volunteering to support others facing crises in their lives, rejuvenating their neighbourhoods, making space for nature and tackling climate change. This culture of “Can-Do Cornwall” is one of our greatest assets.

Build communities’ capacity to help each other live well and safely

Communities come in all shapes and sizes. These could be people living in the same neighbourhood, village or town through to groups who share a common passion or challenge, including minority groups. We will listen and work with communities across Cornwall because the best understanding of what the community needs comes from within the community.

We will:

- **give communities more control over local assets** and remove barriers to community action. Cutting red tape will make it easier for communities to work with the Council. We want to create opportunities for communities to drive the changes that are important to them using their own talents, assets and resources.



- **connect people with community support.** When we help others in our community we also build our own personal resilience. This is the self-awareness, positive outlook and confidence to ask for help that enables us all to cope better with life’s challenges. Helping others is good for us - so we will work with Cornwall’s vibrant voluntary sector to promote opportunities for people to volunteer and get involved in their community.

- **work with our communities to keep people safe and free from harm.** People across Cornwall rely on our services to keep them and their loved ones safe. This includes our fire and rescue service, through to our support for victims of domestic abuse, hate crime and youth violence. We will work with our partners to tackle anti-social behaviour and keep Cornwall one of the safest places to live in the country. We will also protect our residents from fraudulent businesses, scams and doorstep crime. We will support businesses across Cornwall to meet high standards of public health and achieve business success.

We want to increase communities’ power and capacity to drive the changes that are important to them.

Preventing ill health and building personal resilience - because health starts at home

There are widening health inequalities in Cornwall, with more people than ever before dependent on social care and support services. We will invest in preventing ill health and take a strengths-based approach to building personal and community resilience rather than simply focusing on problems. This increases people's coping skills, capability and confidence to overcome life's challenges and thrive.

We will:

- **encourage everyone to take responsibility for their own wellbeing** so people can live well for longer. We will help people do this by creating healthier environments where people live, work and play. We are here to help you **make healthy choices** - providing support to stop smoking, eat well and get active. Where people have poorer health we will support them to improve their health the fastest. Our focus on giving children a healthy start will also include building good emotional and mental wellbeing. We look after over 5,000 km of trails, bridleways and public rights of way, along with almost 150 beaches, parks and open spaces. These are all great places to get outdoors and get active. We also support our local museums, theatre and arts groups because we want our residents to be able to enjoy a life-enriching cultural and creative offer.
- **work with our local NHS to shift investment into ill health prevention.** We will focus on working upstream to prevent illness and enable people to live well with long term conditions or disabilities. Where people have complex needs we will collaborate closely with our voluntary and public sector partners to prevent people from tipping into crisis. After successive lockdowns, more people are struggling to cope with growing levels of mental ill health, financial stress, fuel poverty, domestic abuse and alcohol and drug problems. We are determined to provide early help and support for people to avoid reaching crisis point. This will include asking people what really matters to them to stay well. Through our

local partnerships we will use data and insights to proactively reach out to those needing help to offer financial inclusion, skills and employment support.

Providing the right care, in the right place, at the right time

When people do need extra support we will make it easy for them to access high quality services that enhance and develop their strengths. We call this 'right care, right place, right time'.

We will:

- **invest in helping people live independently because home is best.** We will fund adaptations to help people with a disability stay living in their own homes; deliver intensive reablement support to help more people go home after a stay in hospital rather than going into care homes; and we will build more homes where people with greater needs can live independently, with onsite support. We will also invest in technology which supports people to maintain their independence at home with the benefits of round-the-clock reassurance that help is at hand when it's most needed.
- **strengthen our collaboration with voluntary sector partners. We will work together so that our collective skills and resources achieve the maximum benefit for residents.** We will make more use of personalised budgets and place-based support. We will also enhance our support for Cornwall's unsung heroes - the unpaid carers who dedicate their time to help family or friends have a good quality of life at home.
- **support more people to live independently for longer.** This will enable us to focus our most highly trained capacity on supporting people with the most complex needs - providing them with the quality and dignity of care that we would all want for ourselves and our loved ones.

We are determined to provide early help and seamless support for people to avoid reaching crisis point.



We know that there is no place like home - so we will invest in adaptations to help people with a disability to continue living independently.

Together for Cornwall

Our commitments for vibrant, safe, supportive communities are set out below. We have also listed ideas for how you can help - because we can achieve more for Cornwall when we work together.

We will:

- Keep your community spaces safe and clean**
- Support communities to help each other live well and independently**
- Provide proactive outreach and support to help people avoid crisis, keep safe and prevent further harm**
- Shift investment from acute services into community based prevention**
- Help more people go home after a stay in hospital rather than going into care homes**
- Provide high quality care for people who cannot live independently**
- Help create healthier workplaces, schools and communities**
- Support people of all ages to develop positive mental wellbeing**

How you can help:

- Report issues** so we can fix them
- Do more of the things you love doing in your community
- Help others in your community through volunteering or simply being a good neighbour
- Live well** and take responsibility for your own health and wellbeing
- If you do need extra support, tell us about the things you love doing. We can help you develop your strengths to live a full life
- Become a health champion in your school, community or at work
- Talk more about mental health and learn how to stay mentally well and support others

We will report on our progress every quarter using key performance indicators - so you know how we are doing.



Investment: **£302m** | Capital: **£29m** | Savings: **£29m**



PRIORITY FOR CORNWALL

An empowering and enterprising Council

Our focus first and foremost is on securing great value for our local taxpayers' money with really good services delivered on budget. We want you to be able to trust that what we say we will do, we will do and that what we do is always for the benefit of Cornwall's residents.

We might be smaller but we will get things done

So that we can live within our means we will be a smaller organisation with fewer, more empowered staff and a streamlined property estate. We will repurpose Council land and buildings wherever possible. We might be smaller but we will get things done.

We will provide a consistently excellent customer experience

Our aim is always to get it right first time for you. We will be reliable and put you first - keeping you informed of progress so you don't have to chase us. We will make our services convenient and accessible for all. We will ensure you have choices about how to contact us and clear standards so you know what to expect. We will respond to your feedback, say sorry if we get it wrong and work hard to put things right. We will join up our services so that you only have to tell us once and find it easy doing business with us.

We will secure great value for money

We will never forget that the money we spend is your money and we will secure the best value from every penny. Our focus is on continual improvement with a strong grip on what drives the costs of delivery. This means we can deliver services which are higher performing and lower cost. We will be open and transparent about the costs and performance of our services so taxpayers can trust the Council to spend their money wisely and hold us to account.



We will be a digital Council while leaving no-one behind

We will constantly push the boundaries of using technology in new ways to improve our services for residents while drawing on great data and insights. We will invest in digital technology to deliver services that are relevant, reliable and enable everyone to do more for themselves. This will also help to free up staff time which is currently tied up in inefficient manual processes. We will become a cashless Council using electronic methods of payment and we will enhance our use of smart apps to make it easier to do business with us. We recognise that some people need alternative ways to access the Council's services: our focus on being digital by design is matched with a commitment to access for all.

We will invest in digital technology so that we can deliver a consistently excellent customer experience.

We will empower our staff, our partners and our communities

We will free up more of our capacity to work with communities by cutting red tape. We will streamline our internal processes and empower our workforce with the tools they need to get it right first time for our customers. We trust our staff to do the right thing and we will instil a culture of taking decisions rather than waiting for permissions. We will make our decision making data available as much as possible and give power and control to local communities to find solutions. We will stand up for Cornwall and work with Cornwall's six Members of Parliament to secure more powers and funding from Whitehall.



We will earn your trust

We will be open and honest about our priorities, policies and performance. We will listen to all voices and work hard to give everyone a say over decisions that affect them. We will keep you well-informed about our services through communications that are clear and simple to understand. We will keep your personal information safe. We are a democratic organisation and we work for you. Above all, we will always treat you with fairness, courtesy and respect.

Above all, we will always treat you with fairness, courtesy and respect.

Together for Cornwall

Our commitments for an empowering and enterprising Council are set out below. We have also listed ideas for how you can help - because we can achieve more for Cornwall when we work together.

We will:

Listen and work with residents and partners, keeping you well informed about our services and the decisions we take and why

Deliver value for money and an excellent customer experience within budget

Be a digital Council and help all of our residents get online, tackling digital exclusion

How you can help:

Get involved and have your say on **Let's Talk Cornwall**. Work with us to find solutions

Tell us if we don't get it right first time, let us know how we can improve things, and treat our staff politely

Use Council services **online** and help your friends and family to go online too

We will report on our progress every quarter using key performance indicators - so you know how we are doing.



Investment: **£109m** | Capital: **£45m** | Savings: **£16m**

Keeping you updated

We will keep residents updated on our progress against the success measures in this plan. We will provide updates through online performance dashboards and will publish transparent performance reports every quarter.



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

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Treyew Road, Truro TR1 3AY

Email: customerservices@cornwall.gov.uk

www.cornwall.gov.uk

Telephone: 0300 1234 100