



**KONSEL
KERNOW**

onen hag oll • one and all



communities
and homes



clean and green



jobs and
growth



families and
children



healthy and
dignified lives



safe, reliable
transport



Council Priorities

2026-2030

www.cornwall.gov.uk



“

We are the UK’s fifth nation – proud of our Celtic heritage, shaped by our pioneering history and focused on our future.

We will work hard to unlock the potential of our people, communities and resources for the benefit of one and all.

”

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Foreword

**Councillor Leigh Frost,
Leader of Cornwall Council**

Since the elections in May 2025, this Council has been working hard to make good on the promise we made to deliver real change, rooted in what matters most to our residents.

This plan is the next important step on that journey as it sets out the priorities for this administration after listening to residents and communities across Cornwall. It is a clear and focused plan that lays out the path ahead to 2030 and complements the **2050 Gyllyn Warbarth Together We Can Cornwall Plan**.

These priorities are more than words on a page. They're a statement of intent and a reflection of our common-sense approach. An approach that is practical, grounded and puts people first. These priorities are already firmly in place and reflected in the way in which Cornwall Council is delivering services for you. They are rooted in the reality of Cornish life - the challenges we face, the values we share, and the future we want to shape.



Our priorities are rooted in the reality of Cornish life - the challenges we face, the values we share, and the future we want to shape.



Our priorities for Cornwall

Strong, safe, vibrant communities with more decent and affordable homes, so that people can live and work where they need and want to, raise families without fear of being priced out, and take pride in the place they call home.



A clean, green Cornwall with healthy rivers and seas - not just in words, but in practice. A Cornwall where nature thrives alongside people, and where we lead by example on clean energy, protecting our environment and sustainable living.



A resilient economy creating good growth and jobs. This isn't about waiting for someone else to bring prosperity. It's about using what we already have - our coastlines, our minerals, our skills, our culture - and unleashing that potential.



A caring place for families where children build a bright future, with lifelong opportunities that stretch beyond their postcode. That means better schools, stronger support services, and a renewed focus on mental health and wellbeing.



Supporting people to live healthy and dignified lives. Where every person, no matter their age or background, has the chance to lead a good life and to be a part of their local community.



Connected, safe, reliable roads and transport - because decent transport links keep both our residents and our economy moving in the right direction, giving access to jobs, helping businesses to thrive.



Our future

Cornwall has the skill, the know-how and pioneering spirit to enable us to be so important to the UK economy. We are innovators and doers. We have all the assets to lead the way on clean energy. We are home to world-class research in critical minerals. We are pioneers in farming, food, culture, and technology. We are also a test-bed for new ways of delivering public service. In this time of real uncertainty, I believe this is our moment to lead and be courageous. To not simply react to change, but shape it.

This is a four year plan and I and my cabinet are determined to take decisions that will genuinely improve the lives and livelihoods of our residents. For the benefit of one and all.



Raglavar

**Konseler Leigh Frost,
Ledyer an Konsel Kernow**

A-ban an etholans yn mis Me 2025, an Konsel ma re beu owth oberi yn tiwysyk dhe gowlwul an ambos a wrussyn dhe dhelivra chanj gwir, gwreydhys y'nn taklow a moyha a vern dh'agan anedhysi.

An dowlen ma yw an nessa kamm posek a'n kerdh na hag a dhispleg ragwiryow an menystrans ma wosa ow koslowes orth anedhysi ha kemenethow a-dreus Kernow.

Towlen kler ha fog yw hag a dhiskwedh an hyns a-rag dhe 2030 ha kespleth an Dowlen **Kernow Gyllyn War-barth 'Together We Can' 2050.**

An ragwiryow ma yw moy ages geryow war folen. Derivas yns a vynnas ha dastewynnyans a'gan nesans sens kemmyn. Fordh hag yw hewul, gwirvosek hag a worr pobel kynsa. Yma an ragwiryow ma yn le fast seulabrys ha dastewynnyans der an fordh may ma Konsel Kernow ow telivra gonisyow ragowgh. Gwreydhys yns y'n gwirvos bewnans kernewek – an challenjys orth agan enebi, an talvosogethow a gevrennyn, ha'n devedhek a vynnyn furvya.



Agan ragwiryow yw gwreydhys y'n gwirvos a vewnans kernewek - an challenjys orth agan enebi, an talvosogethow a gevrennyn, ha'n devedhek a vynnyn furvya.

Aswonvos Kernow avel Minoryta Kenedhlek yn-dann Kuntelles Framweyth rag Difresyans a Vinorytys Kenedhlek a dhaskrefhe agan omrians dhe dhifres ha solempnya agan gonisogeth, yeth hag ertach diblans. Nyns yw arwodhek an gre ma; ev a skoodh agan ughelhwans rag digresennans brassa, arghasans ewnna, hag erviransow a-dro dhe Gernow gwrys yn Kernow. Ev a grevhe agan ervirans dhe ledya yn kolonnek, skoodhya agan honanieth, ha surhe pub anedhyas a bris dhyworth chonsyow yn-rag.



Agan ragwiryow rag Kernow

Kemenethow krev, salow ha bewek gans moy anedhow gwiw hag affordyadow, may hyll tus bewa hag oberi le may mynnons, maga teyluyow heb own a brisyow re ughel, ha kemeres gooth y'n tyller neb a wrons henwel tre.



Kernow las ha glan gans avonyow ha moryow yagh – na saw yn geryow, mes yn gwirvos. Kernow le may natur a sewen ryb tus, le may ledyn der ensampel war nerth glan, ow kwitha agan kerghynnedh ha bewnans sostenadow.



Erbysiedh hebleth ow kwruthyl tevyans hag oberyow da. Nyns yw hemma a-dro dhe wortos rag nebonan aral dhe dhri sewena. Yth yw a-dro dhe dhevnydhya an pyth eus genen seulabrys – agan arvoryow, agan monyow, agan sleynethow, agan gonisogeth hag ow telivra an galladewder na.



Tyller prederus rag teyluyow le may hallo fleghes drehevel termyn a dheu splann, gans chonsyow bewnans-oll neb a ystynn dres aga fostkod. Henn a styr skolyow gwell, gonisyow skoodhyans kreffa, ha fog daswrys orth yeghes brysel ha sewena.



Skoodhya tus dhe ventena bewnansow yagh ha dynitus. Le may pub person, ny vern aga oos po kilva, a'n jeves chons dhe ledya bewnans da ha dhe vos rann a'ga hemeneth leel.



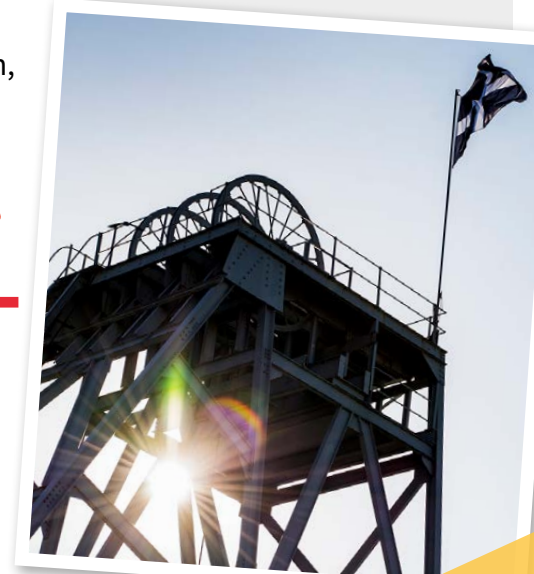
Fordhow ha karyans junys, salow ha fyddyadow – drefen kevrennow karyans da dhe witha agan anedhysi ha'gan erbysiedh ow movya y'n tu ewn, ow ri hedhas dhe sodhow, ow kweres negysyow dhe seweni.



Agan termyn a dheu

Kernow a'n jeves an sleyneth, skians ha spyrys ragresek may hyllyn ni bos mar bosek dhe'n erbysiedh RU. Ragresoryon ha gwrioryon on ni. Ni a'gan beus an pythow dhe ledya an fordh war nerth glan. Tre on ni dhe hwithrans treusvysyek y nas yn monyow troboyntel. Ragresoryon on ni yn ametha, boos, gonisogeth, ha teknologieth. Yth on ni gweli-brevi rag fordhow nowydh ow telivra gonis poblek. Y'n termyn ma a ansurneth gwir, my a grys bos hemma agan termyn dhe ledya ha bos kolonnek. A-der gorthebi dhe janj, mes dh'y furvya.

Hemm yw towlen beder bledhen hag ervirys on, my ha'm kabinet, dhe wul erviransow a wra gwellhe an bewnansow ha pygansow a'gan anedhysi yn hwiryon. Rag an prow a onan hag oll.



How we deliver our services for residents

The Council provides services that touch nearly every part of your daily life.

We manage council housing and support people facing homelessness



Support safer neighbourhoods and emergency planning

Protect consumers and support fair, safe trading

Provide fire and rescue services



Protect green spaces and wildlife



Collect household waste and recycling

Carry out street cleaning and litter removal

Support cultural organisations, local heritage and museums



Help local businesses grow

Attract investment and supports job creation



Handle planning applications and building regulations



Support children with special needs

Offer youth services and family support

Provide social care and safeguarding services

Maintains roads, pavements, and street lighting



Help older people and those with disabilities live independently

License taxis, alcohol sales and public events



Run public transport and parking services



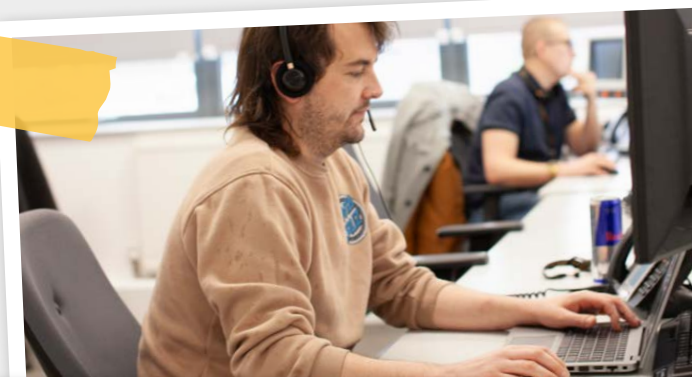
We are determined to take decisions that will genuinely improve the lives and livelihoods of our residents. For the benefit of one and all.

Thank you to Cornwall's volunteers

Every day, Cornwall Council delivers hundreds of services - but we know an army of inspiring volunteers also make Cornwall a great place to live.

From creating cleaner, greener spaces to supporting community events, sports, youth activities and festivals - your efforts matter.

A heartfelt thank you to all volunteers. Together, we make Cornwall stronger.



We will assess our progress against these indicators

- % of residents satisfied with the way the Council run things
- % of residents agreeing the Council provides value for money
- % of residents agreeing the Council is campaigning and standing up for Cornwall
- % of residents who trust the Council
- Customer satisfaction score (online and phone)



Our principles

What we stand for

Our principles reflect what matters most to us and will help guide us over the next four years.

They help show

- what we believe in
- what kind of impact we want to have
- how we treat others and make choices

We are living at a time when the world around us is changing like never before and our council needs to adapt to meet the needs of the residents we serve. High levels of deprivation and the ever-growing rise in the demand for our services, from children to adult care services, from housing to health, from transport to wellbeing, brings unprecedented pressures. To help address these challenges, we have adopted a clear-eyed, common-sense set of principles to guide our work.



Leading courageously, putting people first with common sense decision-making

We passionately believe Cornwall should be recognised as the UK's fifth nation, with more decisions about Cornwall being made in Cornwall. Our recognition as a National Minority strengthens this ambition and reinforces our responsibility to protect and promote Cornwall's unique culture, language and heritage, ensuring that our policies reflect and respect our identity.

We will relentlessly pursue devolved powers from London, work with our MPs to secure fairer funding for Cornwall to support Council services and generate good growth. We want to deliver real change for our residents. We will lead courageously and be open and transparent about the decisions we make. We know that we'll need to take bold decisions that may be difficult, but we won't shy away from making them and will explain why they are necessary. We will make common-sense decisions and will be guided by our values of fairness, ambition, inclusion and respect, ensuring everyone has fair opportunities to access resources and spend.

We're committed to being more responsive, offering solutions that work locally. We will build strong partnerships and connections to a Cornish diaspora around the globe to support the delivery of Cornwall's priorities and strengthen our influence on UK-wide and regional policy.

Spending every pound wisely, caring for the very young to the very old

We are committed to spending every pound wisely, making sure money is used efficiently and effectively with no waste, no unnecessary spending and every decision made with clear value in mind. We will align resources to our priorities and ensure we have a balanced three-year budget until 2029.

We want to prioritise services to residents and improve performance against our targets. In addition, we will work with our council-owned companies to ensure strong oversight and demonstrate clear value for both the Council and taxpayers. These measures will ensure financial sustainability while caring for all residents, from the youngest to the oldest.



We will listen to residents to build a future together that reflects our shared values and unique way of life.

Listening to communities and celebrating Cornwall's unique history, culture and natural environment



Cornwall is a place like no other – shaped by centuries of history, a proud cultural identity, and a breathtaking natural environment. From our ancient Celtic roots and our Cornish language to our globally recognised mining heritage, Cornwall's story is one of resilience and creativity.

Our communities celebrate this through local traditions, cultural activities, festivals, and through building a strong sense of belonging. By securing meaningful devolution and devolved funding, we will protect and strengthen what makes Cornwall unique for future generations.

We will listen to residents to build a future together that reflects our shared values and distinctive way of life. Our focus will be on **'valuing local'**. We will cement Cornwall Council's commitment to community-led growth rooted in the strength of place. We will recognise and celebrate people, culture, and belonging. We will empower local decision-making and leadership. We will value local relationships, knowledge and lived experience.



Cornwall's National Minority Status: Protecting our identity, language and heritage for future generations.



Our priorities are shaped by our residents

Our Council Priorities clearly set out our ambitions for the next four years and outline the key areas of focus for the organisation, putting residents at the heart of what we do.

We don't want to just 'manage decline', **we want to build a better Cornwall** and shape a brighter future for one and all. These priorities will shape how we plan, deliver and improve services. They'll help us stay focused, work collaboratively, and make a real difference.

They are rooted in the feedback we receive from our residents through our **residents' survey**, our customer interactions, the hundreds of consultations we undertake every year and the views of children and young people in Cornwall, who have responded in their thousands to the **Right On survey**. Our priorities reflect the goals our young people have set out in their **Youth Council Manifesto**. These priorities will also help us stay aligned with our partners, our communities and our residents in our efforts, through

the **2050 Cornwall Plan**, for a cleaner, greener and fairer, more inclusive Cornwall.

The Council is transforming how and where services are delivered, in partnership with local communities, town and parish councils. This is about more than buildings. It's about creating the right culture through our People Strategy, environments and digital tools to help deliver the best for our communities and through our strategy to create work spaces that work for us to better serve the residents of Cornwall.

We want our workforce to have the tools, skills and confidence to keep pace with advances in technology, and make a difference in every interaction they have with the residents of Cornwall.

We want our services to be accessible and shaped around the people we serve.



Why do we set priorities?

Cornwall Council, like every local authority, sets out new priorities every four years so that the needs and views of our residents, young people, communities, partners and stakeholders are listened to, addressed and aligned to our resources. They are all part of making the work we do transparent and accountable to residents. They allow us to make progress on our important goals. We will use a range of insights, including the residents' survey, to help shape and steer our delivery.



Strong, safe, vibrant communities with more decent and affordable homes



We want strong, safe and vibrant communities that work together, create opportunities, celebrate a unique sense of culture, heritage and pride in place. This means neighbourhoods where people feel connected, safe, supported and proud to live. Healthy communities flourish with access to culture, leisure, libraries, green spaces and strong local services delivered through a strong voluntary sector and statutory provision. Communities also need secure housing. We will increase the supply of decent and affordable homes for those in our communities. This will reduce housing pressures, help residents live in safety, and support healthier, more stable lives.

Cornwall has strong local communities with deep rooted connections and a strong sense of identity. We must not take these for granted and continue to sustain and strengthen these foundations. The 2025 Residents' Survey showed that, whilst over 72% of people said they felt they belonged to or felt part of the community, this was a lower proportion than in previous years. And whilst Cornwall remains one of the safest areas in the UK with relatively low levels of crime, rates are increasing. Violence, domestic abuse, drug-related crime, and exploitation are key concerns.

Housing consistently features as a top priority for residents, in particular the need for more affordable homes. Whilst the number of homes built in Cornwall is higher than in most

other areas of the country, low wages plus increasing rents and prices means that the supply of homes cannot keep pace with the increased demand.

A third of Cornwall's residents rent their home and continue to feel the impact of increasing rental costs, and there are many people in Cornwall living in temporary and emergency accommodation. Cornwall's housing stock is old which means challenges in terms of maintenance, insulation, and compliance with contemporary and emerging regulatory standards. Many residents regularly struggle to afford to heat their homes.

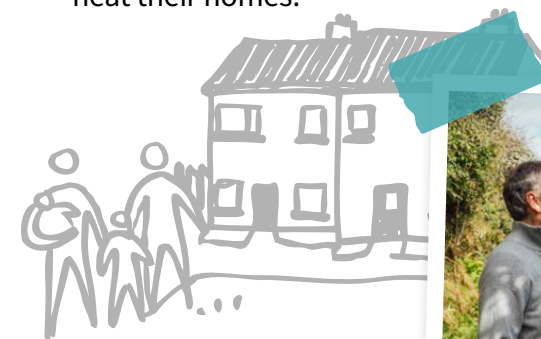
We know that decent quality housing helps families and children flourish, supports thriving neighbourhoods and places, underpinning positive physical and mental health outcomes. And our ambition is for everyone to feel they belong to their community and have a decent and affordable home.



72% of people said they felt they belonged to or felt part of the community



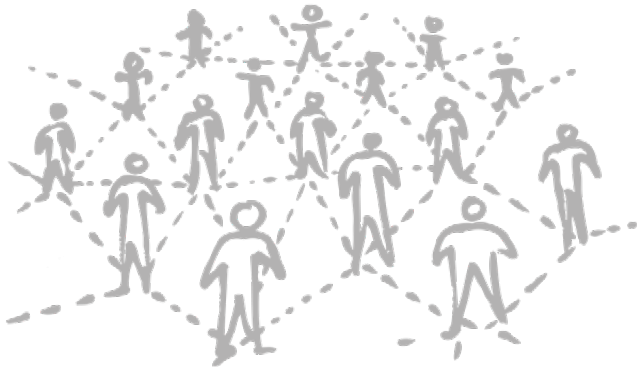
Housing consistently features as a top priority for residents, in particular the need for more homes that our communities can afford.



We will achieve this by:

Improving existing homes and supporting residents

- Tackling the most visible long term empty homes in our communities, helping bring more existing properties back into use, which is crucial to making best use of the homes we already have.
- Accelerating the modernisation of the homes we already own, so they meet minimum standards of decency and include the adaptations people need.
- Setting an ambitious target to halve the number of residents living in temporary accommodation and reducing the number of people on our housing register.
- Working with partners to deliver homes that enable people with additional needs to live as independently as possible, through our Specialist and Supported Housing Strategy.



Building the homes Cornwall needs

- Working more closely with housing associations, developers, government and Homes England to bring funding and support to help us deliver the high quality homes against our revised housing targets and build the homes for local people to meet their needs. Building a strong partnership with Homes England to deliver our Place Partnership to help us do this as well as the creation of our new Local Plan.
- Increasing the numbers of good quality rented homes from social rent through to stable market rent. Supporting the delivery of different housing types and making sure that more homes built for sale are affordable to local people.
- Finding ways to boost rented housing delivery by working with partners and using new investment opportunities.
- Working with developers to facilitate the building of homes including unblocking stalled sites, ensuring major projects such as Langarth deliver the homes local people need, and making sure the planning process supports our ambition for more housing.
- Through our Homes Cornwall initiative, using Council owned land, public sector land, and developer partnerships to bring forward thousands of new homes.

Building strong communities through partnership

- Working ‘with’ our communities and through our commitment to ‘Valuing Local’, planning and delivering services in ways that empower local people and organisations; building local leadership, pride and resilience, stronger local networks, and youth engagement, so that decisions are taken at a local level as close as possible to the people they affect.
- Working with Town and Parish Councils to identify opportunities for shared services or to support local delivery of services where they are better placed to do so.
- Developing a Cultural Strategy that facilitates economic growth and inclusion, and which supports communities to have pride in Cornwall.
- Working in partnership with the voluntary sector to develop the resilience of people and communities through a new Cornwall Civil Society Covenant.

“We want decisions taken at a local level as close as possible to the people they affect.”

Fostering our planning and place-making through the Cornwall Local Plan

- Shaping the growth we need, emphasising community involvement and environmental protection through Neighbourhood Priority Statements, as we produce the next Cornwall Local Plan to 2050.
- Developing the plan alongside communities and young people to take their needs into account. Continuing to call for the right development in the right places, encouraging the building of homes, commercial, studio and work space and the infrastructure needed to support our communities. Creating growth and providing for the workforce that we need, to make Cornwall sustainable for the future. Creating good jobs which will lift communities and families out of poverty.



Protecting communities through our Cornwall Fire and Rescue Service

- Reducing fire and rescue related risk in our communities by delivering protection, prevention and response activities through our Community Risk Management Plan. Implementing organisational improvements to ensure positive practice, compliance and assurance. Modernising and innovating to meet current and future challenges, opportunities and risks, ensuring the health, safety and wellbeing of staff. Demonstrating value for money, productivity, and efficiency. Developing and maintaining a resilient, skilled, diverse and inclusive workforce.

Promoting community safety and connection

- Working collaboratively with police, fire and rescue services, businesses, voluntary sector colleagues and the Safer Cornwall Partnership to prevent harm and to improve outcomes for residents and visitors. Delivering a blueprint for delivering place-based services for people with complex needs and working with partners to implement it.



Improving outcomes for those who need extra help or experience domestic abuse

- Working with partners to respond to and prevent domestic abuse and sexual violence and providing intensive multi- agency support for people experiencing domestic abuse and sexual violence who need extra help.
- Further enhancing our response to violence against women and girls in line with the forthcoming national Violence Against Women and Girls strategy.

We will assess our progress against these indicators

- Number of new affordable homes provided
- Proportion of LA owned social housing deemed decent
- % of successful homeless preventions outcomes
- Number of households referred to domestic abuse safe accommodation services that could not be supported due to unmet needs
- Rate of households with children in temporary accommodation per 1,000 households
- Overall tenant satisfaction
- Overall satisfaction with the local area as a place to live
- Average incident response time across Cornwall
- Number of home fire safety checks

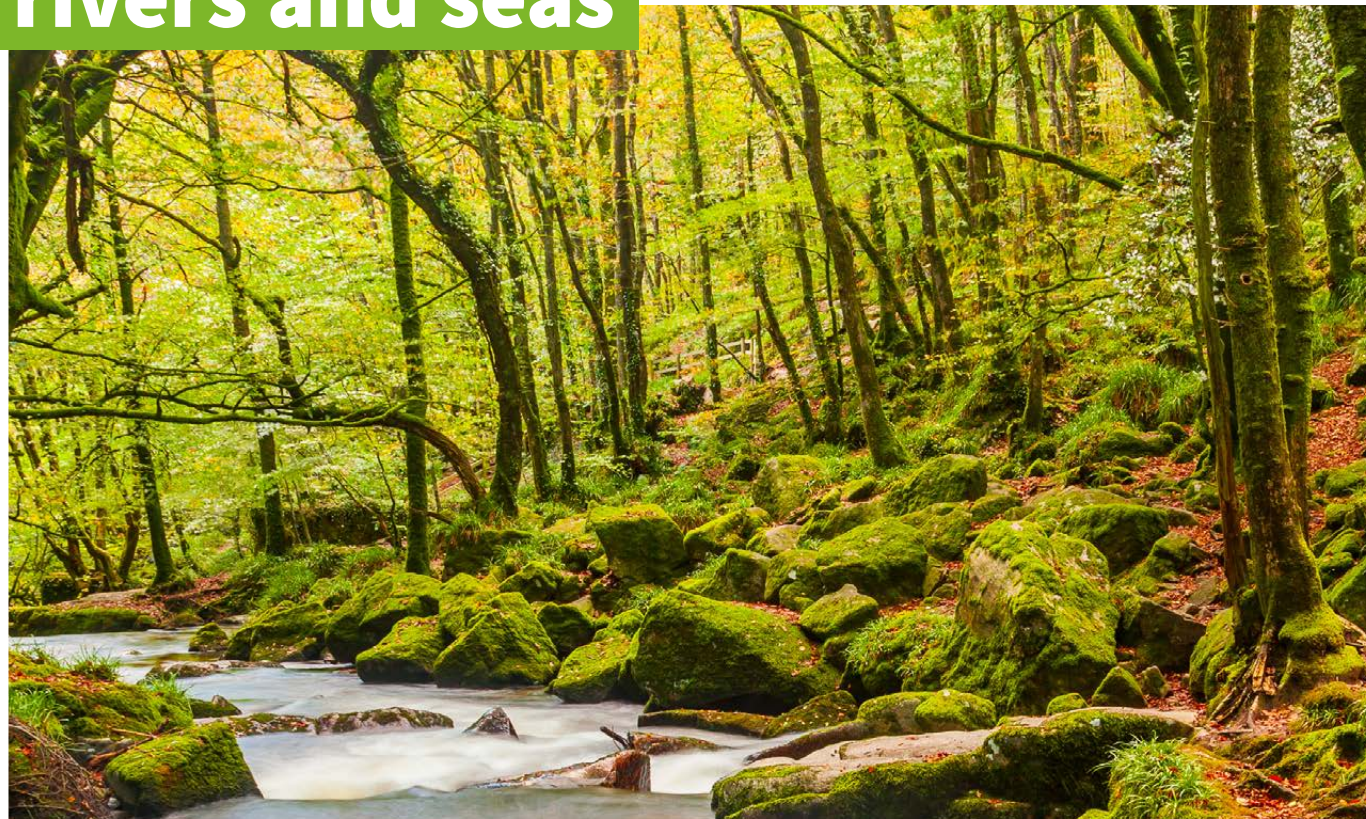


We want to increase the numbers of good quality rented homes from social rent through to stable market rent.





A clean, green Cornwall with healthy rivers and seas

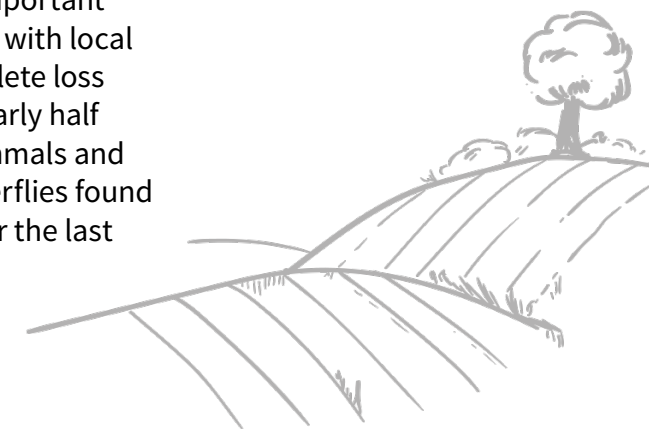


Cornwall is renowned for its nature and beautiful environment on land and at sea, loved by residents and visitors alike. We need everyone to respect, protect and enjoy Cornwall. We want nature in Cornwall to be bigger, better and more joined up, helping our residents access our blue and green spaces and making communities feel proud of the public spaces around them. That means working together to help nature recover, helping create clean air, with litter-free spaces that are well cared for and accessible to all. We want to see healthy rivers and seas, free from pollution, rich in biodiversity, and safe for people and wildlife alike. We will work with residents, businesses and communities to grow our nature-based economy and to enable them to take action for climate and nature - supporting one and all to adapt and thrive, enabling a better quality of life, a stronger connection to nature, and a more sustainable future for Cornwall.

We are increasingly witnessing the impact of a changing climate in our communities, with more storms, flash flooding, droughts and wildfires. When our environment thrives, it helps keep our water and air clean, provides us with food, and protects us from extreme events. The pressures facing Cornwall's environment are complex. Our wildlife is declining; key habitats are being lost and our rivers and seas are too often polluted. The 2020 State of Nature report highlighted the significant challenges, with 12% of our most important species threatened with local extinction or complete loss in Cornwall and nearly half of land-based mammals and three fifths of butterflies found in fewer places over the last

30 years. Working with the Local Nature Partnership and through our climate change and nature recovery plans we want Cornwall to be at the forefront of tackling the climate and ecological emergencies.

We know that connection with nature is vital for the wellbeing of our communities but there are inequalities in access to nature and outdoor space and we are spending less time outdoors. In our 2025 Residents' Survey over 40% of residents told us they spend time outside in green and natural spaces twice a week or less.



Our natural environment and clean water are closely linked to our health, prosperity, identity and heritage. Our environment is a precious asset which requires protection for future generations. It is important that we all work collectively for a clean, green Cornwall. We remain committed to managing the council's assets for nature and a 70% reduction in council emissions by 2030.



In our 2025 Residents' Survey over 40% of residents told us they spend time outside in green and natural spaces twice a week or less.



We will achieve this by:

Fostering community pride

- Working with Town and Parish Councils and other key partners to keep our neighbourhoods cleaner and greener, championing best practices and innovative approaches for maintenance and cleanliness, while supporting nature to thrive through a place-based approach. Finding ways to bring more tree planting and nature recovery closer to where people live to make access to nature more immediate and to show a visible difference in our pride of place.
- Building delivery partnerships to facilitate blue flag beaches and green flag parks, and linking a clean, green Cornwall to tourism and healthy living.



Improving access to the countryside and nature

- Improving our green and blue spaces to help nature recover, increasing biodiversity and number of trees and hedges across Cornwall through the Forest for Cornwall programme. Using local and national funding alongside private investment.
- Reprioritising our transport funding to improve local footpaths and connections to make walking or cycling an easy and natural choice for more people more of the time.



Supporting Cornwall to respond and adapt to the impacts of a changing climate

- Leading by example by embedding climate action across Council operations, including a commitment to reduce Council emissions by 70% by 2030, while supporting residents and businesses to make sustainable choices.
- Helping residents, businesses and communities to prepare, respond and adapt to increased flooding, storms, coastal erosion, heat and drought by supporting the development of community adaptation plans.
- Using our own land and assets to deliver nature recovery and promote the development of renewable energy where profits can be reinvested directly into Cornwall’s public services and where it can best serve existing communities, such as solar canopies over car parks.

Improving recycling and reuse

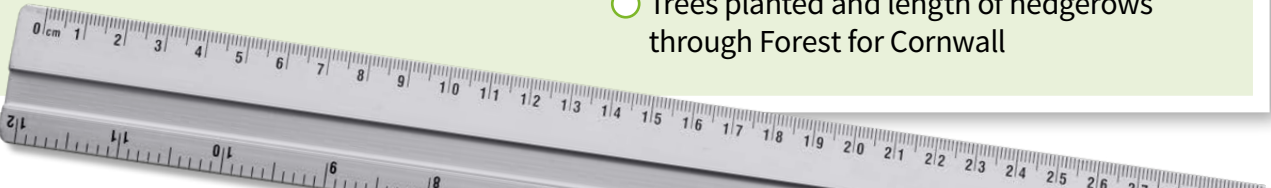
- Continuing to drive increases in recycling in Cornwall through the development of our waste services and implementing our Resource and Waste Delivery Plan which includes introducing the collection of plastic bags, plastic wrappings and cartons.



We will use our own land and assets to deliver nature recovery and promote the development of renewable energy.

We will assess our progress against these indicators

- | | |
|---|---|
| <ul style="list-style-type: none">○ % of Cornwall’s household waste sent for reuse, recycling and composting○ % total of household waste collected separately as food waste○ Fly tipping enforcement actions per incident | <ul style="list-style-type: none">○ Number of beaches with Blue Flag and Seaside Awards○ Reduction of Cornwall Council’s total carbon emissions (annual)○ Megawatts of renewable energy installed by Cornwall Council○ Trees planted and length of hedgerows through Forest for Cornwall |
|---|---|



A resilient economy creating good growth and jobs



Growing a resilient economy in Cornwall means building a future where prosperity is shared, sustainable, and rooted in the strengths of our people and places. This will be expressed through the proposed new Cornwall Local Plan 2050. We want our communities to thrive. We will facilitate investment in sectors that drive innovation and productivity. We will ensure that everyone - regardless of background or circumstance - can access good work and meaningful opportunity. We want to unlock Cornwall's potential to support the UK's transition to a fairer, greener economy, and promote the potential of our distinctive industries, workforce and natural assets. We recognise the importance of the visitor economy and will take an active role in supporting the tourism sector to become sustainable and regenerative, supported by the unique historic landscape and cultural assets of Cornwall. We will unlock the value of our rich cultural sector which delivers skills, jobs, inward investment and invaluable exports.

Cornwall continues to face deep-rooted economic challenges.

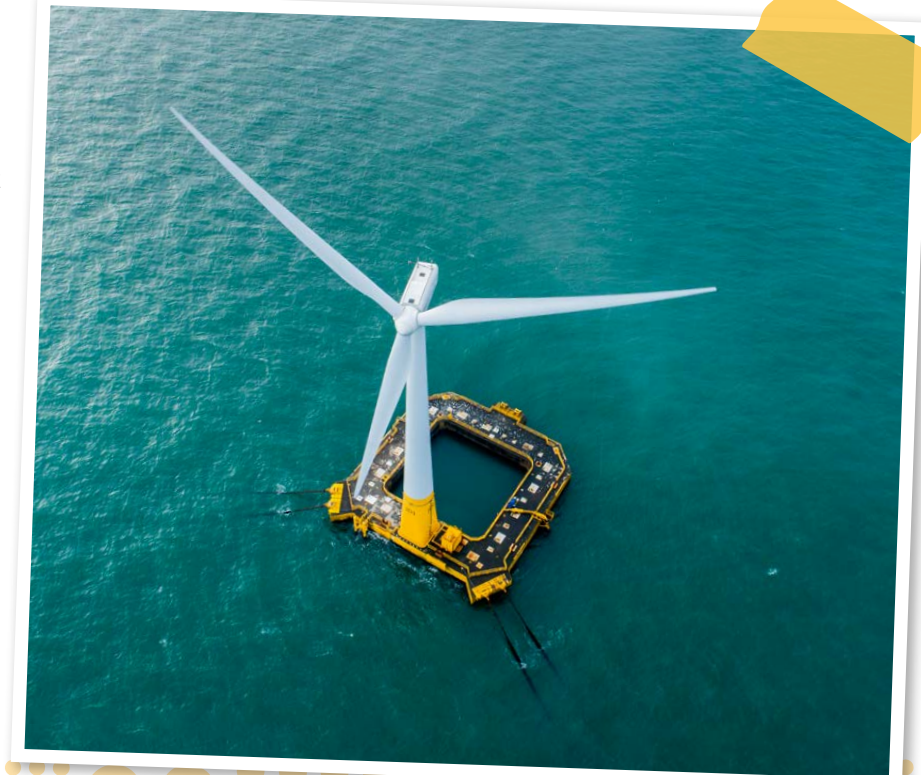
Despite closing the gap, productivity remains significantly below the national average, with Gross Value Added per hour worked at just 79.8% of the UK benchmark. Full-time earnings lag behind the UK average and skills mismatches persist, with employers reporting shortages in digital, green, and health-related competencies. Economic inactivity is rising, driven by long-term sickness, early retirement, and limited access to training and employment - particularly in rural and coastal communities. Cornwall, like many parts of the UK, also faces demographic pressures, with an ageing population and declining numbers of working-age residents projected from 2025 onwards.



Despite these challenges, Cornwall is uniquely placed to support the reshaping of the UK's economy. Our strengths in critical minerals, agri-food, clean energy, space, marine innovation, and creative industries offer nationally significant opportunities. To realise this potential, Cornwall must attract investment into the infrastructure, skills, and systems that enable inclusive and sustainable growth. This is a shared endeavour between the public, private and community sectors.



Our strengths in critical minerals, agri-food, clean energy, space, marine innovation, and creative industries offer nationally significant opportunities.



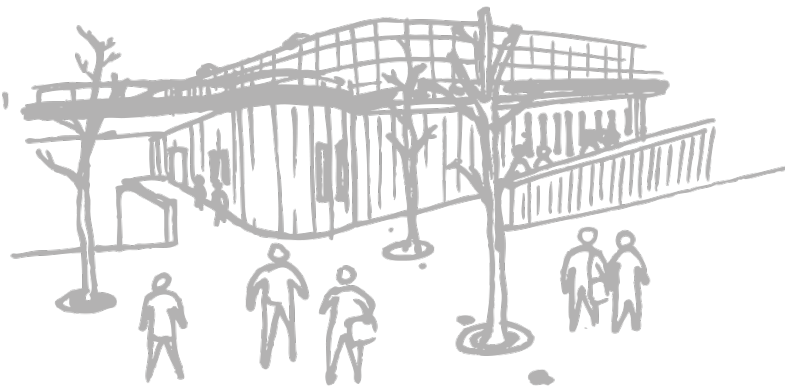
We will achieve this by:

Delivering for our town centres

- Engaging with partners, including town and city councils and Business Improvement Districts, to revitalise our town centres. Delivering Pydar Street regeneration in Truro, alongside the facilitation of other important town centre and brownfield schemes, using council assets to promote opportunities to the private sector.
- Co-locating and managing our services alongside partners so that Cornwall Council has a meaningful and visible presence that is easily accessible to residents - supporting regeneration, creative clusters and delivering services that reflect local needs.

Fostering our planning and place-making

- Encouraging the building of homes, commercial space and the infrastructure needed to support our workforce and create good jobs which will lift communities and families out of poverty. Supporting good growth by providing for the workforce that we need. Making Cornwall sustainable for the future through our devolved adult skills fund and working in partnership with Department of Work and Pensions and employers to support people to stay in work and return to work.



Investing in Good Growth

- Establishing an Evergreen Fund of repayable grants. We want to give businesses and the community a chance to develop great ideas and projects, focusing on the transformation of town centres and the economy. Funding will be sought from the Council and Government to make this happen.
- Working with our industrial sectors to promote and facilitate private investment, aligning our policy to ensure we reach our shared ambitions and help them through the regulatory frameworks we oversee. Reaching out and convening partners whenever necessary as well as being clear about our support and the narrative of ambition and growth that private sector investors need to hear. Pioneering sustainable agriculture on our farm estates.

Focusing on Cornwall's distinctive sectors

- Working with Government to drive investment in sectors with national significance and transformative potential - critical minerals, renewable energy (particularly Floating Offshore Wind and geothermal), defence, space, autonomous flight and aerospace technologies, and advanced marine manufacturing, including the strategic infrastructure that underpins them.

Partnering on Defence

- Working in partnership with Devon to support a landmark Defence Growth Deal. Focusing on ensuring Cornwall residents benefit from the significant economic opportunities created by the expansion of the Devonport naval base in Plymouth. It is imperative that our residents have the skills and transport connections to access these jobs and we need to help provide the housing for this growth so that Cornwall benefits in the medium and long term.

Promoting sustainable tourism

- Working with the tourism and visitor economy sector to develop a sustainable tourism strategy and working closely with the creative sector to deliver targeted year-round cultural activities that meet the needs of residents and tourists. Supporting innovation, investment and work with the industry to promote Cornwall as a year round destination. Supporting internal as well as UK and overseas tourism and visitors.



Unlocking Cornwall Airport Newquay's potential for innovation and jobs

- Preparing a development plan for the airport to reduce reliance on public subsidy while positioning Cornwall as a leader in aerospace innovation and job creation. Harnessing the airport's full potential to drive growth, attract investment, and support high-value industries.

Fair regulation to enable thriving businesses

- Helping businesses to thrive and keeping consumers safe by supporting local businesses with regulatory advice and guidance so they can grow and succeed.



We will assess our progress against these indicators

- Employment rate for 16-64 year olds
- % of 18-24 year olds in full-time education or employment
- % of 16-17 year olds: Not in Education, Employment and Training (NEET)
- % increase in Level 3+ qualifications among working-age population
- Levels of tourist activity in the 'shoulder' season
- % of businesses supported back into compliance with Trading Standards law and Food Standards law
- % of major planning applications determined with the statutory 13 week period (or agreed extension of time)
- % of Council procurement spend with local suppliers



A caring place for families where children build a bright future



We want every child in Cornwall to grow up feeling safe and loved, supported by people who believe in them, helping them to lead healthy lives and reach their full potential. Our responsibility as a council is to make sure children feel a strong sense of belonging, know they matter, and develop the confidence and skills to thrive and build bright futures. Working alongside families, schools, youth groups and communities, we will shape opportunities and support with the child at the heart. We will actively listen to the voice of babies, children and young people, promote their wellbeing, and help them grow with hope and a deep sense of connection with their families and communities.

Children and young people make up 18% of Cornwall's population. Around 30% of children live in poverty, and in some communities, this is over 40%. A large proportion of those living in poverty (77%) live in families where one or both parents are in work. A rising number of young people are defined as Not in Education, Employment or Training (NEET).

Children's earliest experiences can define their outcomes in childhood and into adult life. Those who fall behind before school often struggle to catch up. Whilst performance in early years and phonics is above the national average in Cornwall, children with Special Educational Needs and Disabilities (SEND), and those from disadvantaged backgrounds, continue to face significant attainment gaps and are less likely to be in education, employment and training as young adults. The surge in demand for Education, Health and Care Plans has placed considerable pressure on staffing, funding, expertise, and physical space, particularly in rural areas where access to specialist services and schools is more difficult.

Addressing the consequences of these pressures and demands, which include increasing home to school transport and children in care costs, is critical to ensuring that all children, regardless of background or need, can achieve their potential. Our plans are aimed at providing the best environments for our SEND children and reducing the demand for services. The Children's Wellbeing and Schools Bill and the government's proposed SEND provision reform will be critical to our ability to have significant impact on the overall demand.

The Council provides statutory social work support to over 3,100 families at any one time. We support around 640 children in care and around 730 care leavers. Referrals to our Early Help Hub have increased, in part as a positive result of our work raising awareness, understanding and a more effective response to neglect, child sexual abuse in the family environment and working with vulnerable adolescents.

Addressing all these needs is essential to safeguarding children, improving long-term outcomes and reducing demand on crisis services.



Around 30% of children live in poverty and in some communities this is over 40%



Children's earliest experiences can define their outcomes in childhood and into adult life.



We will achieve this by:

Tackling child poverty

- Making poverty reduction a cross-council priority, working to address the root causes of poverty which touch children’s lives. Promoting a Cornwall wide whole system approach that promotes family wellbeing , reduces inequalities and creates opportunities for each child to reach their full potential. Working with families to maximise incomes, reduce living costs, and reduce the hidden costs of the school day. Targeting support where it is needed most. This includes expanding Family Hubs, linking housing and public health strategies, and implementing auto-enrolment for Free School Meals—ensuring that no child misses out on entitlements because of bureaucracy. Childhood poverty is one of the most significant drivers of poor outcomes. These actions will improve nutrition, attendance, and outcomes for thousands of children.

Championing children’s rights and children’s voices

- Formally adopting the UN Convention on the Rights of the Child and strengthening children’s voices, including the Youth Council, ensuring that young people shape Cornwall’s future and the decisions that impact on their lives.
- Embedding child participation forums in our governance structure; supporting the delivery of the Youth Council manifesto; and ensuring children’s perspectives shape policies and services and the provision they receive.

Cornwall’s National Minority status strengthens our ambition to create communities where children grow up connected to Cornwall’s unique culture, language and heritage - giving them pride in their identity and a deep sense of belonging.

Keeping children safe

- Creating environments - at home, in schools, and in community spaces - where children are protected from harm and supported with strong safeguarding policies. Partnerships between the Council’s children’s services, schools and education settings, the voluntary and community sector, and health and housing providers will ensure early identification of risks and swift intervention.
- Working across services and with partners to act on warning signs of impending homelessness or unsuitable housing to ensure families with children receive the earliest help possible and avoid having to be placed in emergency and temporary accommodation.



Being a ‘good parent’ to our children in care and care leavers

- Under our Corporate Parenting responsibilities, being a ‘good parent’ for our children in care and care leavers. Providing loving homes and positive experiences and outcomes for our children in care. Working across the Council and with partners to prepare young people leaving our care for their transition to adult life, supporting them to achieve in education, training and employment, progress to higher education, maintain good physical and emotional health, and develop positive relationships. Providing suitable accommodation and support to enable our care leavers to live independently in their own homes and contribute positively to their communities.

Giving children the best start in life

- Making sure children get the best start in life, so they are ready to thrive in school, grow up healthy and reach their full potential. All families face challenges, and we will work with partners to provide easy access to parenting advice and support at the right time to help families flourish.

Improving education, skills, and inclusion

- Working across the education system and with partners to strengthen early intervention and mental health support in schools and education settings to improve attendance and prevent exclusions.
- Working together to reduce the gap between attendance and achievement of our highest achieving children and the most vulnerable. This is about creating opportunity and resilience for every child and young person.
- Encouraging the provision and take-up of enrichment activities in arts, sports, and recreation to balance academic support, ensuring joy and creativity are part of everyday life.
- Supporting career exploration and mentorship programmes, and leadership training to nurture aspirations. Too many young people leave school without clear pathways into work or further education. We will support young people to engage in education, training and employment and reduce exclusions by expanding vocational routes, apprenticeships, and targeted support for vulnerable learners.
- Helping young people develop digital literacy and life skills; and strengthen transitions to further and higher education.
- Working with the voluntary and community sector to provide a high-quality youth offer across Cornwall, including a digital youth offer.



Delivering SEND reform and financial sustainability

- Working closely with parents, carers, children and young people to engage fully with national programmes, responding positively to national reforms, and investing in local SEND provision. Cornwall faces a dual challenge, meeting the needs of children with SEND while managing growing financial pressures. Our approach will balance financial responsibility with a relentless focus on inclusion and quality whilst at the same time lobbying government for policy reform.
- The introduction of the SEND system navigators, as part of the SEND transformation communications strand, has improved our communications with parents. But the Council will continue to explore all opportunities to hear the voice of parents and carers on ways to continue to improve this aspect of work.



We will take action to ensure the right types of provision are available for children and young people, to deliver better outcomes.



Ensuring the right types of care provision for children and young people and driving value for money

- Taking action to ensure the right types of provision are available for children and young people, to deliver better outcomes for children while ensuring financial sustainability. This includes:

Expanding fostering capacity and developing innovative fostering approaches for children with complex needs.

Investing in higher quality and better value alternatives to independent children’s homes, such as family-based and community solutions.

Strategic development of accommodation for 16–25-year-olds, supporting care leavers and young people with additional needs to live independently.

Regional collaboration, working across a wider footprint to secure capacity, improve quality, and negotiate fairer cost of care.

Ensuring that Cornwall has the right range of educational settings and support to effectively meet the needs of all of our children closer to their homes, including the most vulnerable children with the most complex needs.

We will assess our progress against these indicators

- % of children with a Good Level of Development up to 5 years old
- % of SEND pupils meeting expected standards of reading/writing/maths at KS2
- Number of first time entrants to youth justice system
- Rate of children in care per 10,000 children
- Number of children in families with relative low income
- % of education, health and care plans issued within 20 weeks
- Number of NEET young people with SEND supported to move into education, employment or training
- Rates of persistent and severe absences in schools
- Rates of school exclusions, particularly in LA maintained schools
- % of children looked after living in different placement types



Supporting people to live healthy and dignified lives



We want everyone in Cornwall to live a healthy and dignified life. That means helping people maintain their independence for as long as possible, make informed choices about their care, and access personalised support that meets their needs and is close to where they live. We will promote physical and mental wellbeing, prevent crisis through early intervention, and ensure care is delivered with compassion and respect. We will work collaboratively across health and care systems. We will embrace innovation and coproduction of our services with the people who use them. And we will work to tailor services to meet the diverse needs in our community, taking into account all the different factors that influence health.



Adult Social Care makes up a significant part Cornwall's net revenue spending.



Cornwall faces a unique set of challenges and opportunities shaped by its ageing population and complex health landscape. As more people live longer, often with multiple long-term conditions, the demand for health and social care continues to grow. This is compounded by higher levels of economic inactivity due to long term illness and a greater prevalence of disability and poor health compared to regional and national averages. There is also a significant increase in the number of residents in contact with mental health services.

Despite ongoing efforts, health inequalities persist, particularly in areas of deprivation where life expectancy remains low. While many aspire to live longer and healthier lives, the reality is that not everyone has equal access to the conditions that support this.

Our care workforce is the backbone of the system, yet it faces unprecedented strain. Turnover is high and recruitment challenges threaten service continuity. Changes in international recruitment is

a big risk across Health and Social Care generally. At the same time, provider fragility is a systemic risk, with inflation and wage pressures driving up costs by more than 23% in four years.

As a demand led budget, the growing demand for Adult Social Care impacts significantly on Council budgets. Adult social care makes up a significant part of Cornwall's net revenue spending, although the amount spent per person (£799) is lower than in similar local authorities. Rising demand, demographic change, and workforce fragility are creating significant pressures on services and budgets.

Without decisive action, these forces will outpace resources and compromise statutory duties. At the same time, national reforms and local expectations require us to deliver a system that is sustainable, fair, and focused on outcomes. We are committed to working with partners and residents to reshaping services so that every resident can live with dignity, independence, and security. Our strategic intentions set out here align with wider Council ambitions on housing, workforce development, and public sector reform, and they send a clear message: Cornwall is proactive, ambitious, and committed to fairness and sustainability.



We will achieve this by:

Prevention and personalisation

- Putting prevention at the heart of our approach to reduce admissions of people aged 65+ entering residential care each year through targeted investment in reablement, community-based support, and mental health informed early intervention.
- Prevention is the only way to bend the demand and cost curve, protect statutory services, and ensure that people live independently for longer. It is a statement of fairness, sustainability and compassion.



Workforce and market sustainability

- Acting decisively to stabilise the market and strengthen the workforce, by reducing turnover below 20%, creating clear career pathways, expanding apprenticeships, and embedding digital innovation. Recommissioning high-cost services to ensure resilience and value for money.
- These actions will protect frontline services, create good jobs for local people, and prevent provider failure – a clear signal that Cornwall values its care workforce and is committed to economic and service resilience.

Extra care and supported living housing

- Providing extra care and supported living to offer a better alternative to long term bedded care - cost-effective, independence focused and aligned with Cornwall’s housing strategy. Accelerating the development of extra care schemes and supported living options, tackling one of the most visible challenges for older residents: the lack of suitable accommodation.
- This priority delivers on two fronts = meeting housing targets and reducing long-term care costs - while improving quality of life and outcomes for residents.

Improving carer experience and access to information

- Raising carer satisfaction and transforming access to information through digital platforms, mental health support, and proactive engagement. Supporting carers is not just a service improvement, it is a moral imperative and a political statement about valuing families and communities. By strengthening informal care networks, we will reduce reliance on formal care and build social resilience.

Making Mental Health a Council-Wide Priority

- Recognising that mental health touches every family, every service, and every community and is a thread that runs through every part of adult social care. Adopting a bold, cross-council approach to mental health, ensuring that trauma-informed, accessible, and co-produced care is embedded across all services. This includes integrated commissioning, shared outcomes, and deep partnerships with communities and frontline providers.

Implementing a Council operating model to deliver services closer to communities we serve

- Transforming the way the Council and wider system works, with an ambition to create integrated hubs bringing together council services, health, housing, mental health support and voluntary sector provision in one place.
- This is not just about convenience it is about redesigning the operating model to deliver seamless, person-centred support. It signals ambition beyond adult social care: a whole-council approach that aligns with public sector reform and empowers communities.

We will assess our progress against these indicators

- Number of adults (18-64) whose long-term support needs are met by admission to residential and nursing care homes
- Satisfaction of carers with social services
- Proportion of all adults who receive long-term support who live in their home or with family
- Proportion of care users who have found it easy to find information about services/support
- Proportion of people using social care who receive direct payments
- Provision of extra care
- Suicide rate per 100,000
- Workforce turnover: Proportion of staff in the formal care workforce leaving their role in the past 12 months

Productive healthy ageing

- Helping people to live a good later life and supporting an application for Cornwall to become an Age Friendly Community.

Taking action on the causes of poor health, not just the symptoms

- Tackling early the issues that cause poor health, beyond individual lifestyle choices, like bad housing, not enough healthy food, poverty and unhealthy environments. Working with local people and organisations to develop an Active Wellbeing Strategy so we will help everyone make healthier choices and live better lives. We want to stop people getting ill in the first place, not just treat problems when they happen.



Connected, safe, reliable roads and transport



We want to deliver a transport system that is connected, safe, accessible and reliable. We want to make it as easy as possible for our residents to access the services they need. We want residents to be confident that their journeys will go as planned every time. This means making sure different parts of the transport network link well together and are resilient. This will ensure everyone can travel safely when using both public and private transport. We will need to build a more successful model of community transport recognising that our communities are dispersed and not everywhere will have the bus frequency needed. We will encourage active travel options and improve our road network. This includes improving local crossings, especially in rural areas and for school travel.

Many residents rely on cars for their daily commutes, and over half of Cornwall's workforce drives to work. It is therefore perhaps unsurprising that "potholes, roadworks and road maintenance" remains at the top of Cornwall residents' list of things the Council should improve in the 2025 Residents' Survey.

Cornwall has one of the longest road networks in the UK, with over four thousand miles of minor roads that require ongoing investment. Poor road conditions and traffic bottlenecks contribute to longer journey times, increased fuel consumption, and economic inefficiencies. However, a significant portion of residents do not have access to a private vehicle, creating a particular challenge in rural areas. Transport inequality creates barriers to employment, education, healthcare, and other essential services.

Cornwall is one of the few places in the country to have enjoyed steady growth in bus use in recent years and for older and younger residents, buses are crucial. Improved bus and rail services can support less advantaged social groups, strengthen communities, sustain town centres, reduce social isolation, and play a vital role in addressing the climate emergency.

Public transport in Cornwall has faced longstanding challenges, yet recent improvements offer the prospect of more accessible and sustainable mobility. Going forward, the challenge remains around ensuring sufficient investment in our bus network to create long term stability. We will continue to find a way to connect all of our communities through new initiatives at a village and town level.

A well functioning transport network is essential to unlocking access to jobs,

education, and services, especially in rural and coastal communities. This priority supports our wider goals for economic development, helping people access opportunities, reducing inequalities and enabling Cornwall to lead the way in clean growth and innovation.



Cornwall is one of the few places in the country to have enjoyed steady growth in bus use in recent years and for older and younger residents buses are crucial.



We will achieve this by:

Better integrated public transport

- Sustaining and expanding public transport connections and promoting healthy travel options especially in rural areas. Working with partners to increase public and community transport use, as well as integrating travel to schools and colleges. Continuing to make sure that tickets can work on any bus and continuing with our ambition for shared ticketing between buses and trains.

Promoting active travel

- Improving infrastructure to make walking and cycling easier, especially around schools; supporting safer journeys and encouraging more people to choose buses, trains, walking, and cycling by enhancing access and reliability.

Delivering safe and reliable roads

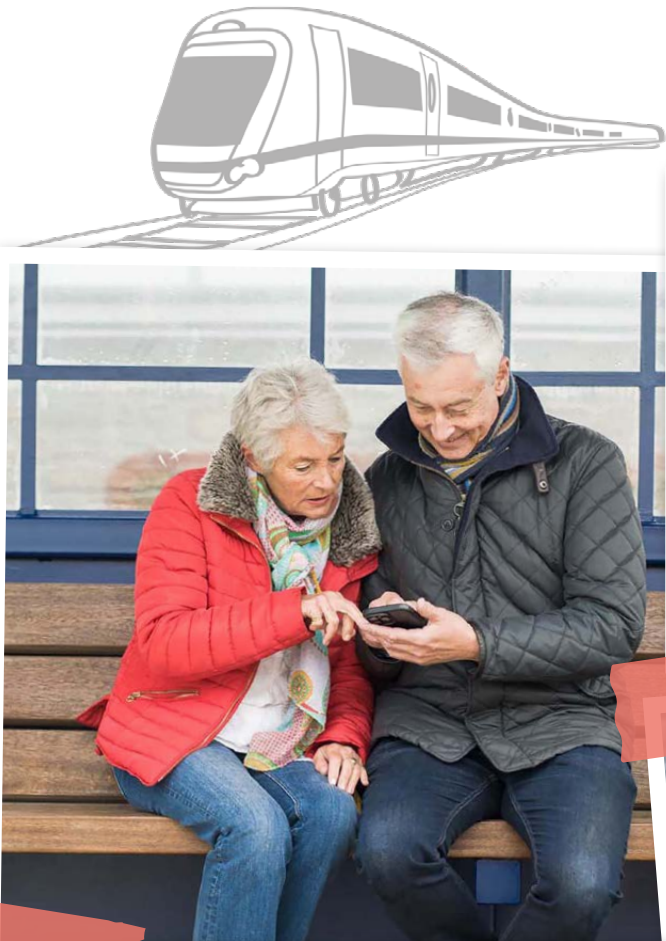
- Maintaining and making safer Cornwall’s extensive road network to reduce journey times, improve safety, and support business productivity. Prioritising pothole repairs, tackling collision hotspots - including working with National Highways on our trunk roads - and responding to resident feedback to shape future investment.

Smarter parking for communities

- Creating a car parking system that works for everyone, with fair charging models and better management of on-street parking to support local businesses and improve town accessibility. Reaching out to ensure that parking tariffs and management works for everywhere as well as bringing revenue to invest in all of our transport services.

Strengthening transport for growth

- Aligning transport improvements with strategic development sites like Langarth Garden Village, Devonport and Cornwall Airport, ensuring residents can access new jobs and housing. Integrating transport planning with skills, housing, and economic development to unlock inclusive growth.



We will assess our progress against these indicators

- | | |
|--|---|
| ☐ Number of passenger journeys in Cornwall across transport modes | ☐ % of local authority motorways & A roads considered for maintenance |
| ☐ Percentage of adults who engaged in active travel at least twice in the last 28 days | ☐ % of B and C Roads considered for maintenance |
| ☐ Number of people killed or seriously injured on our roads | ☐ Public electric vehicle charging devices per 100,000 population |



Guiding financial principles



The Council has established a set of financial principles to underpin the decisions on where resources are allocated:

1 Deliver a visible difference across Cornwall

Focus investment on actions that residents can see and feel — visibly improving places, services, and outcomes.

3 Use strategic partnerships to unlock value

Work with local, regional and national partners to bring in funding, influence policy, and deliver better outcomes for Cornwall.

5 Invest to reduce demand through a One Council approach

Invest in joined-up early help and prevention to build resilience, reduce demand and costs, and maintain public confidence in Council services.

7 Use capital investment to reduce long-term costs

Invest in infrastructure that enables better outcomes and reduces future costs.

2 Deliver services through local places and frontline teams

Strengthen co-location and place-based working to improve access, efficiency, and community connection.

4 Drive income and recover costs

Maximise commercial opportunities and ensure services reflect their true cost.

6 Recognise that we cannot do everything

Focus resources on meeting statutory duties and core priorities.

8 Maintain a focus on efficiency

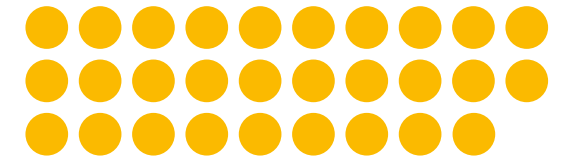
Driving continuous improvement through transformation and innovation, to ensure costs are kept down and deliver value for money.

Our Resources 2026/27

We are committed to spending every pound wisely, making sure money is used efficiently and effectively with no waste.

Cornwall Council approved a three-year budget in February 2026. The summary for 2026/27 is set out below.

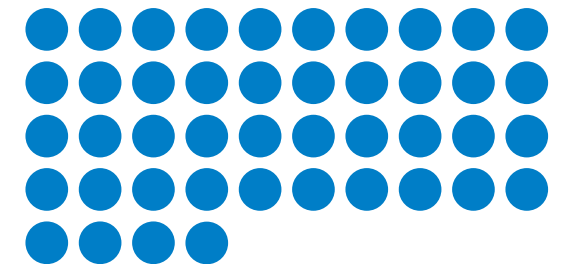
29% came from the Council Tax paid by our residents



17% came from the business rates paid by our local business owners



44% came via UK Government from the other taxes which you pay. Most of this can only be used for specific services like schools or housing benefit



8% came from the charges you pay to cover the cost of specific services like planning, licensing and parking



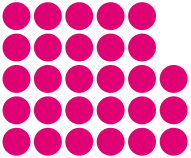
2% came from other sources including investment income



The full budget report, with the medium-term financial plan, can be found here:

<https://democracy.cornwall.gov.uk/ieListDocuments.aspx?CId=584&MId=13881&Ver=4>

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

£28 

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

£27 

caring for adults who need our help

£12 

building affordable homes, investing in our economy, major road schemes and schools

£8 

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

£7 

on housing benefit, helping to prevent homelessness

£5 

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

£4 

on fire and rescue services, and keeping our communities safer

£3 

running the Council and holding elections

£3 

on online services and improving customer access

£2 

helping people keep well and stay healthy

£1 

running libraries, registration services and maintaining trading standards

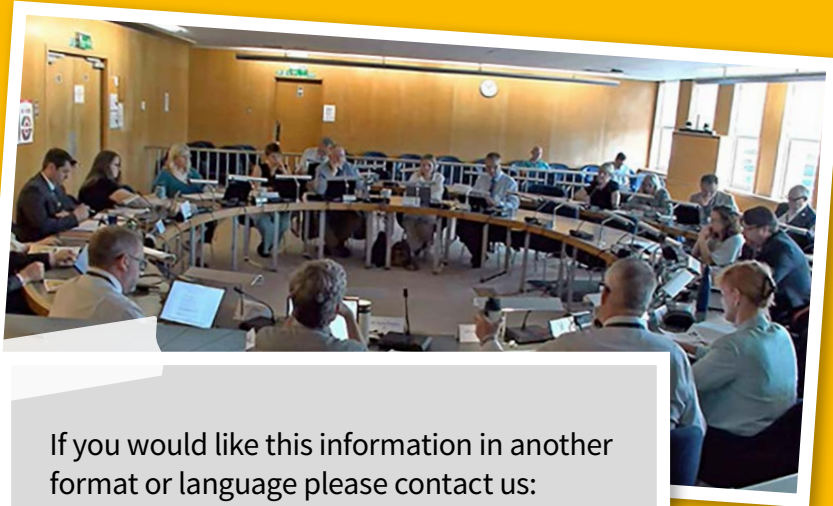


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Our council priorities and delivery plans will help us stay focused, transparent and accountable to the people of Cornwall.

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

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