

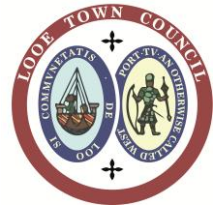
LOOE TOWN COUNCIL

KONSEL TRE LOGH

Looe Library and Community Hub,

The Millpool, West Looe PL13 2AF. Telephone: 01503 262255

VAT Reg: 381 5093 50



15th April 2026

Town Councillors

Looe Town Council

Dear Councillors

You are hereby summoned to attend a meeting of Looe Town Council for the purpose of transacting the following business. This meeting will be held at the **Millpool Centre, Looe** on:

Tuesday 21st April 2026 at 6.00pm

Yours faithfully

Sam White

Looe Town Clerk

Please note that this meeting is open to members of the public. *If you would like information about attending a meeting or how to ask a question, please email enquiries@looetowncouncil.gov.uk or ring 01503 262255*



Meeting of Looe Town Council
21st April 2026 at 6.00pm

AGENDA

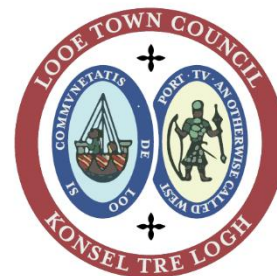
	Welcome	
FC25/26.160	To Receive Apologies for Absence and reasons given.	
FC25/26.161	To Receive Declarations of Interest/ Requests for Dispensations To RECEIVE any declarations of interest. To RESOLVE to grant dispensations where appropriate. Councillors are reminded to declare any interest on any item on the agenda at this point or at any point during the meeting in accordance with the Council's Code of Conduct.	
FC25/26.162	Public Participation To receive representations from members of the public ¹	
FC25/26.163	Minutes: Full Council Meeting. To receive and resolve to adopt the minutes of the Full Council meeting held on 24 th March 2026	
FC25/26.164	Minutes: Council Committees and Working Groups: To resolve to adopt the minutes of the Finance & Strategy Committee held on 17 th March 2026 To resolve to adopt the minutes of the Planning Committee held on 10 th March 2026 To resolve to adopt the minutes of the Services, Assets & Community Committee held on 2 nd December 2025	
FC25/26.165	Police Report To receive a report on Neighbourhood Policing from Insp Jamie Musgrove	
FC25/26.166	To receive correspondence	
FC25/26.167	Council Committees and Working Groups: <ul style="list-style-type: none"> • To receive a report from the Planning Committee • To receive a report from the Finance & Strategy Committee • To receive a report from the Services, Assets & Community Committee 	
FC25/26.168	Cornwall Councillors To receive a report from Cllr Jim Candy To receive a report from Cllr Mark Gibbons	
FC25/26.169	Mayor's Report To receive a report from Cllr Stephen Remington	
FC25/26.170	Clerk's Report To receive a report from the Town Clerk outlining actions taken since the meeting on 24 th March 2026	
FC25/26.171	To resolve to approve the independence of our auditors	
FC25/26.172	To resolve to adopt the Reserves Policy and allocation 2025-26	
FC25/26.173	To resolve to adopt the Investment Strategy Policy	
FC25/26.174	To resolve to approve the Risk Register	
FC25/26.175	To resolve to adopt the Biodiversity Policy	
FC25/26.176	To resolve to adopt the Community Engagement Policy	
FC25/26.177	To receive a report on Public Realm Improvement and Re-introduction of Weed Treatment	
FC25-26.178	To receive a report on Cornwall Cultural Strategy	
FC25/26.179	Exclusion of members of the press and public	

	To consider passing the following resolution “In accordance with S1(2) of the Public Bodies (Admission to Meetings) Act 1960, the press and public be excluded from the meeting during the consideration of the following matter due to the confidential nature of the business to be discussed.” .	
	Confidential Items for discussion	
FC25/26.180	To receive a report on options for refurbishment of Looe Library	
FC25/26.181	To receive a report on Polkirk Arcade	
FC25/26.182	Date of the next meeting: Tuesday 19th May 2026 for Annual Town Meeting and Annual Parish Assembly	

1 In accordance with Looe Town Council Standing Orders 3e, f, g and h members of the public may make representations, answer questions and give evidence at a meeting which they are entitled to attend in respect of the business on the agenda. A member of the public may speak for no more than 5 minutes and the period of time designated for public participation shall not exceed 15 minutes unless directed by the Chairman of the meeting.

LOOE TOWN COUNCIL

KONSEL TRE LOGH



Full Council Meeting Minutes

Held in

The Millpool Centre, The Millpool, Looe

On Tuesday 24th March 2026 at 6.00pm

PRESENT:

Cllr Stephen Remington - Mayor (SR)
Cllr Jamie Pearn - Deputy Mayor (JP)
Cllr Jon Holmes (JH)
Cllr Simon Barker (SB)
Cllr James Lundy (JL)
Cllr Michala Powell (MP)
Cllr Chris Harwood (CH)
Cllr Jasper Graham -Jones (JGJ)
Cllr Chris Rose (CR)
Cllr Mark Pughe (MPU)
Cllr Abbas Matini (AM)
Cllr Adrian Rusu (AR)
Cllr George Ingham (GI)

IN ATTENDANCE:

Sam White (Town Clerk)
Sharon Payne (Deputy Town Clerk)
Fiona Wilkes-Jones (RFO)
Donna Folland (Admin Officer)
Jim Candy (Cornwall Cllr)
Mark Gibbons (Cornwall Cllr)
Looe Youth Council – 2 members

Members of the Public: 9

Agenda Item	Discussion/Outcome/Decision	Action/Follow up
	<p>Welcome</p> <p>The Mayor, Cllr Stephen Remington welcomed everyone to the meeting. He introduced the members of the Youth Council and their Mentors explaining they are given the same dispensations to participate in discussions as Cornwall Councillors, but not able to vote on decisions.</p>	
FC 25/26.138	<p>To Receive Apologies for Absence.</p> <p>It was RESOLVED to accept the apologies for absence and the reasons given from Cllr Elliot Stone (ES).</p> <p>Proposed by Cllr Stephen Remington and seconded by Cllr Jasper Graham-Jones. All in favour.</p> <p>Cllr Charleigh Patterson was absent.</p>	
FC 25/26.139	<p>To Receive Declarations of Interest / Requests for Dispensations.</p> <p>It was RESOLVED to grant dispensations to Cllr Michala Powell in matters pertaining to the Methodist Church.</p> <p>Proposed by Cllr Stephen Remington and seconded by Cllr Chris Harwood. All in favour.</p>	
FC 25/26.140	<p>Public Participation</p> <p>There were 9 members of the public present. A member of the public spoke about Agenda item FC25/26.152 options for the land at Sunrising, raising concern about wildlife/trees and if LTC were to take on the land they would prefer it be left fallow.</p>	
FC 25/26.141	<p>Minutes: Full Council Meeting.</p>	

	<p>It was RESOLVED to adopt the Minutes of the Full Council meeting held on 27th January 2026.</p> <p>Proposed by Cllr Stephen Remington and seconded by Cllr Simon Barker. Carried 12 for/ 1 abstention.</p>	
FC 25/26.142	<p>Minutes: Council committees and Working Groups:</p> <ul style="list-style-type: none"> • Finance & Strategy Committee held on 20th January 2026. <p>It was RESOLVED to adopt the minutes of the Finance and Strategy Committee held on 20th January 2026.</p> <p>Proposed by Cllr Simon Barker and seconded by Cllr Mark Pughe. All in favour.</p> <ul style="list-style-type: none"> • Planning Committee held on 13th January 2026 and 10th February 2026 <p>It was RESOLVED to adopt the minutes of the Planning Committee on the 13th January 2026.</p> <p>Proposed by Cllr James Lundy and seconded by Cllr Chris Harwood. Carried 12 for/ 1 abstention.</p> <p>It was RESOLVED to adopt the minutes of the Planning Committee held on 10th February 2016.</p> <p>Proposed by Cllr James Lundy and seconded by Cllr Chris Harwood. Carried 12 for/ 1 abstention.</p>	
FC 25/26.143	<p>Police Report</p> <p>The representative from the Neighbourhood Policing has been called away therefore apologies were given.</p>	
FC 25/26.144	<p>To receive Correspondence</p> <p>None received.</p>	

<p>FC 25/26.145</p>	<p>To receive a presentation from Looe Youth Council</p> <p>A representative from the Youth Council suggested to Council if they could endorse part of the GCSE course work. For example, if students as part of their Music GCSE course were to organise a hypothetical Festival event, by having the endorsement of LTC it would potentially give the student better grades, therefore impacting on the Schools performance and results for their GCSE scores.</p> <p>It was RESOLVED that LTC support any efforts by the young people of Looe to plan arts festivals or other events in the town subject to agreement on detailed plans in each case.</p> <p>Proposed by Cllr Mark Pughe and seconded by Cllr Simon Barker. Carried 11 for / 2 abstentions.</p> <p>A representative from the Youth Council suggested to Council the more funds be available for Youth Clubs.</p> <p>It was RESOLVED that LTC contact the Head Teachers about the potential for a Youth Club in the School.</p> <p>Proposed by Cllr Stephen Remington and seconded by Cllr Jamie Pearn. All in favour.</p> <p>Cllr Remington thanked the members of the Youth Council for coming and participating in the meeting.</p>	
<p>FC 25/26.146</p>	<p>Council Committees and Working Groups</p> <ul style="list-style-type: none"> • To receive a report from the Planning committee <p>The planning report was circulated and noted. Cllr James Lundy gave an overview of his report.</p>	

	<ul style="list-style-type: none"> • To receive a report from the Finance & Strategy Committee <p>The Finance and Strategy Committee report was circulated and noted. Cllr Barker gave an overview of the report.</p>	
FC 25/26.147	<p>Cornwall Councillors</p> <ul style="list-style-type: none"> • To receive a report from Cllr Jim Candy <p>A report from Cllr Jim Candy was circulated and noted. Cllr Candy gave an overview of his report.</p> <ul style="list-style-type: none"> • To receive a report from Cllr Mark Gibbons <p>A report from Cllr Mark Gibbons was circulated and noted. Cllr Gibbons gave an overview of his report.</p>	
FC 25/26.148	<p>Mayor's Report To receive a report from Cllr Stephen Remington.</p> <p>A report from Cllr Stephen Remington was circulated and noted. Cllr Remington gave an overview of his report.</p> <p>It was RESOLVED to note the reports from Cllrs Jim Candy, Mark Gibbons and the Mayor's Report from Cllr Stephen Remington.</p> <p>Proposed by Cllr Stephen Remington and seconded by Cllr Michala Powell. Carried 12 for / 1 abstention.</p>	
FC 25/26.149	<p>Clerk's Report</p> <p>The Clerk's Report was circulated and noted. The Clerk gave an overview of her report highlighting the success of the St Piran's Day event held in the Library. Officers are now shortlisting applicants for interviews for the 3 vacancies. The</p>	

	<p>opportunity to attend a Lantra training day on Wednesday 7th October was open to all. Interested parties should contact the Town Clerk to book a place.</p> <p>It was RESOLVED to note the Clerk’s report.</p> <p>Proposed by Cllr Stephen Remington and seconded by Cllr Jasper Graham-Jones. Carried 12 for / 1 abstention.</p>	
FC 25/26.150	<p>Deputy Clerk’s Report.</p> <p>The Deputy Clerk’s report was circulated and noted. The Deputy Clerk gave an overview of her report.</p> <p>It was RESOLVED to note the Deputy Clerk’s Report.</p> <p>Proposed by Cllr Stephen Remington and seconded by Cllr Jon Holmes. Carried 12 for / 1 abstention.</p>	
FC 25/26.151	<p>To resolve to adopt the Community Grants Policy</p> <p>The Community Grants Policy was circulated and noted. The Town Clerk gave an overview of the policy and the recent amendments enabling applications to be submitted all year removing the two application windows.</p> <p>It was RESOLVED to adopt the Community Grants Policy.</p> <p>Proposed by Cllr Stephen Remington and seconded by Cllr Simon Barker. Carried 11 for / 2 against.</p>	
FC 25/26.152	<p>To receive a report on the options for land at Sunrising.</p>	

	<p>The report on the potential devolution of land at Sunrising was circulated and noted. The Town Clerk gave an overview of the report and the responses to the public questionnaire. The results indicate that 81% of respondents would like the area to be preserved as a wildlife habitat if Looe Town Council were to take over the land.</p> <p>Further information will be sought around the clarification on the boundaries, soil contamination/ biodiversity test results and cost of the land.</p> <p>Discussion ensued around whether a restrictive covenant could be applied for after transfer of ownership of the land.</p> <p>It was RESOLVED to advise Cornwall Council that Looe Town Council does have an interest in the land at Sunrising subject to further negotiations and clarifications on the transfer.</p> <p>Proposed by Cllr Michala Powell and seconded by Cllr Chris Rose. All in favour.</p>	
FC 25/26.153	<p>To receive a report to update on devolution activities.</p> <p>A report on the current status of devolution opportunities was circulated and noted. The Town Clerk gave an overview of the report. Discussion ensued around the assets included in the report and the need to look at the opportunity for packages of assets that include income generating opportunities to off set those assets that would incur additional costs to the Council. Cllr Barker will share a previous devolution list opportunity with the Clerk.</p> <p>It was RESOLVED to note the report on the current status of devolution opportunities.</p>	SB to share previous devolution list with TC

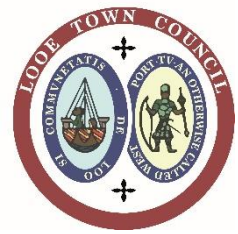
	<p>Proposed by Cllr Stephen Remington and seconded by Cllr Jasper Graham- Jones. Carried 11 for / 2 abstentions.</p> <p>It was RESOLVED to register the Looe Family Hub as an Asset of Community Value in partnership with Barbican Preschool.</p> <p>Proposed by Cllr Jasper Graham-Jones and seconded by Cllr Simon Barker. Carried 11 for / 2 abstentions.</p>	
FC 25/26.154	<p>To receive a report on a proposal to apply to the Local Council Awards Scheme</p> <p>The report on the Local Council Awards Scheme was circulated and noted. Discussion ensued and Cllrs agreed being part of the scheme would be a benefit and show the Town Council as meeting standards set by the sector. The aim would be to progress to the Gold award in 2027.</p> <p>It was RESOLVED to apply to the Local Council Awards Scheme at the Silver level and pay the application fee of £150.</p> <p>Proposed by Cllr Chris Rose and seconded by Cllr Jasper Graham-Jones. All in favour.</p>	
FC 25/26.155	<p>To resolve to release funds to the Edwina Hannaford Skatepark Project</p> <p>The Town Clerk gave an overview of the report. Discussion ensued following the proposal from the Youth Council for consideration to be given around whether other sports based organisations within the town could benefit from a share of the £6500 donated by Coca Cola.</p> <p>It was RESOLVED to defer the decision to release the funds following further consultation with the Youth Council and other sports based organisations in the town.</p>	

	<p>Proposed by Cllr Jon Holmes and seconded by Cllr James Lundy. Carried 11 for / 1 against.</p>	
FC 25/26.156	<p>Exclusion of members of the press and public.</p> <p>It was RESOLVED to exclude members of the press and public in accordance with S1(2) of the Public Bodies (Admission to Meetings) Act 1960, the press and public be excluded from the meeting during the consideration of the following matter due to the confidential nature of the business to be discussed.</p> <p>Proposed by Cllr Stephen Remington and seconded by Cllr Simon Barker. All in favour.</p> <p>7:46 pm The members of the public left the building.</p>	
	<p>Confidential Items for discussion</p>	
FC 25/26.157	<p>To receive a report on options for refurbishing the Library and Tourist Information Centre</p> <p>It was RESOLVED to extend the meeting to complete the business on the Agenda.</p> <p>Proposed by Cllr Stephen Remington and seconded by Cllr Jasper Graham-Jones. All in favour.</p> <p>The report on the Library and Community Hub reconfiguration was circulated and noted. The Deputy Town Clerk gave an overview of the report and drawings were circulated amongst Cllrs.</p> <p>It was RESOLVED to defer the decision to the next Full Council meeting.</p> <p>Proposed by Cllr Chris Rose and seconded by Cllr James Lundy. Carried 6 for / 2 against. 5 abstained.</p>	

FC 25/26.158	<p>To review options for FloodFlash flood insurance</p> <p>The Report detailing the renewal of the FloodFlash annual cover was circulated and noted. The RFO gave an overview of the report.</p> <p>It was RESOLVED to not renew the FloodFlash cover for the 2026-27 financial period.</p> <p>Proposed by Cllr Simon Barker and seconded by Cllr Abbas Matini. All in favour.</p>	
FC 25/26.159	<p>Date of Next Meeting: Tuesday 21st April 2026</p>	
	<p>Meeting Closed at: 8:07pm</p>	

Signed:

Date:



LOOE TOWN COUNCIL KONSEL TRE LOGH

MINUTES OF THE PLANNING COMMITTEE MEETING

Held on the 10th of March 2026 at 6.00pm

At Looe Library & Community Hub, The Millpool, Looe, PL13 2AF

REPORT TO COUNCIL

PRESENT: Councillor J Lundy (JL) – Chair
Councillor S Remington (SR)
Councillor J Graham-Jones (JGJ)
Councillor C Harwood (CH)
Councillor C Rose (CR)
Councillor E Stone (ES)

IN ATTENDANCE: S Bonney – Planning and Finance Officer (PFO)
2 Members of the public.

	Welcome	Actions
	The Chair welcomed Councillors and members of the public to the meeting.	
PLG 266	To Receive and Consider Apologies Apologies were received from councillor Powell. Councillor Patterson was absent.	
PLG 267	To Receive Declarations of Interest None Received.	
PLG 268	To Receive Questions from Members of the Public. The Chair checked which agenda items were of particular interest to members of the public attending and it was agreed to re-order the agenda so that those planning applications could be discussed first. <u>PA25/03028</u> <u>Millendreath Holiday Village Millendreath Looe Cornwall - Re-development of existing beach resort to create new flood alleviation channel, replacement of 103 units of holiday accommodation (existing and extant) and the addition of up to 87 units of holiday accommodation. Construction of a restaurant building, a central facilities building, a tennis court, car parking, passing places, re-alignment of the coastal path, hard and soft landscaping, fixed surface infrastructure and other associated works (including a replacement sea wall).</u>	

Looe Town Council Planning committee discussed this proposal and made the following recommendations:

SOUTHWEST COAST PATH

The application title implies that the SWCP is to be realigned, however, the submitted plans do not show how the route will be managed within the site. Looe Town Council would support retention of the path's current route alongside the seawall at the top of the beach. Any diversion, for example, through the proposed car parking area, could reduce the SWCP's amenity value and create potential conflict with vehicle movements.

Looe Town council previously requested on the 6th of June 2025:

Additional Consultee

It is requested that Southwest Coastal paths are consulted as a consultee in this application.

DRAGON'S TEETH WW2 DEFENCES

The existing seawalls incorporate two rows of WW2 "dragon's teeth" anti-tank obstacles, whose distinctive forms remain clearly visible. These features are of cultural and historical significance to Millendreath and the wider Cornish coast. A heritage assessment, together with proposals for their protection, would therefore be welcomed.

The current application is short of detail on how the development relates to the Southwest Coastal Path, the beach and the seafront. To ensure there are no unexpected and unwanted outcomes it is prudent to clarify and agree these matters before any decision is made to allow the project to proceed.

Looe Town Council also raise the following points of concern from our previous consultee comments dated 6th June 2025 which are as follows:

' The proposal will encroach on the Woodland & Spinney which is an important green space.

' Additional traffic and impact on Looe's wider infrastructure

' Concerns are also raised on the impact of Looe's already pressured sewage system.

The committee therefore referred to the following policy context:

Cornwall Local Plan:

' Policy 12 ' Design 1 a) b) e)

' Policy 26 - Flood risk management and coastal change

' Policy 28 ' Infrastructure

' Policy 24- Historic Environment

Looe Neighbourhood Development Plan:

Policy CCLS5- Drainage Management and Land Stability-Page36

Concerns were also raised regarding the Ecology report as there is a large toad population in the area.

It was **resolved** to SUPPORT in Principle this application PA25/03028 by Cllr Lundy, seconded by Cllr Remington, carried 5/1 - Councillor J Graham-Jones Objected.

The Committee thanked the members of the public for attending and they left the meeting. The Chair returned to the correct order of the agenda.

PLG 269	<p>To Resolve to Approve the Minutes of the Planning Committee meetings held on the 10th of February 2026.</p> <p>It was resolved to approve the Minutes of the Planning Committee meeting held on the 10th of February 2026, proposed by Councillor Lundy, seconded by Cllr Remington, Cllr Rose, all in favour.</p>	
PLG 270	<p>Questions on Update from Planning & Financial Officer.</p> <p>The PFO stated that a written report had been circulated to Councillors and all actions from the previous meeting were completed.</p>	PFO
PLG 271	<p>Correspondence.</p> <p>Correspondence received regarding PA25/03028 was discussed by the committee earlier in the meeting.</p> <p><u>Works To Trees- (To be decided under delegated authority.)</u></p> <p>Primrose Cottage West Looe Hill West Looe - Works to trees in a Conservation Area, namely, 1) Eucalyptus (1) has split at the base and is leaning at a dangerous angle. Looking to remove and replace with a 5/6' eucalyptus tree. 2) Two red robin hedges (2) very overgrown approx 1.5m from house. Now causing damage to side wall which abuts access road. To remove and replace with a mix of red robin and other hedge.</p>	
PLG 272	<p>To Receive and Note Decision Notices.</p> <p>It was noted that decisions are currently 82.03 % in line with those of Cornwall Council.</p>	
PLG 273	<p>To Receive and Discuss Site Meetings and Planning Appeals</p> <p>None.</p>	
PLG 274	<p>To Receive and Discuss 5 Day Protocols</p> <p>None Received.</p>	
PLG 275	<p>To Consider the Planning Applications as listed and agree comments/ recommendations to be made to Cornwall Council.</p> <p>The Committee discussed the remaining planning applications as listed and made the following recommendations:</p> <p><u>PA25/03028</u> See Item PLG 268.</p> <p><u>PA26/00575</u></p> <p><u>Constance - Penroy Court, Marine Drive West Looe - Replace existing window with new French doors and side windows.</u></p> <p>It was resolved to SUPPORT this application PA26/00575 by Cllr Lundy, seconded by Cllr Graham-Jones, All in favour.</p>	

	<p><u>PA26/00613</u></p> <p><u>Former Amusement Arcade Quay Street East Looe - Alterations, replacement windows, formation of the recessed balcony on first floor level. Change of use to first floor and part of ground floor to form 2-bedroom flat on 1st floor level with ground floor storage.</u></p> <p>It was resolved to SUPPORT this application PA26/00613 proposed by Cllr Lundy, seconded Cllr Remington, All in favour.</p> <p><u>PA26/00688</u></p> <p><u>1 Moondarra, the Crescent West Looe - Replacement of existing garages with proposed garage and home office/gym.</u></p> <p>It was resolved to SUPPORT in principle this application subject to conditions to prevent the development being used as living accommodation, proposed by Cllr Lundy, seconded Cllr Graham-Jones, All in favour.</p> <p><u>PA26/00817</u></p> <p><u>4 Topview, Chapel Ground West Looe - Proposed extension.</u></p> <p>It was resolved to SUPPORT in Principle this application, with the recommendations as below, proposed by Cllr Lundy, seconded Cllr Graham-Jones, All in favour.</p> <p>The application has the addition of a first-floor rear/side extension, it was noted that there is an introduction of additional UPVC windows to both the front and rear elevations which does not accord with the Looe Neighbourhood Development Policy - Window and Door Repair and Replacement in The Historic Core, nor does it accord with Looe’s Article 4 Directive. It is recognised that UPVC is already present within the property.</p> <p><u>PA26/01236</u></p> <p><u>Rose Cottage, West Looe Hill West Looe - Re-roofing of Rose Cottage.</u></p> <p>It was resolved to SUPPORT this application PA26/01236 proposed by Cllr Lundy, seconded Cllr Remington, All in favour.</p>	<p>PFO to upload comments to CC website</p>
<p>PLG 276</p>	<p>To Discuss and Recommend Communication of Key Messages</p> <p>The chair showed the committee a draft version of the leaflet “keep Pavements Clear” and invited their comments, this leaflet will be distributed to local business to advise them to keep signage and other furniture off the pavements, for health and safety purposes.</p>	

<p>PLG 277</p>	<p>Other urgent business as determined by the Chairman (for information only). The Chair raised concerns regarding the look of the rock anchoring behind The Coastguard Cottages, West Looe, and rock anchoring works undertaken in West Looe by Cornwall Council during Summer 25. It was agreed that the Clerk should work with the Chair on correspondence to the property owners.</p>	<p>TC</p>
<p>PLG 278</p>	<p>Exclusion of members of the press and public. No Matters. The Meeting closed at 18.55pm.</p>	
	<p>Date of next Planning Meeting: 13th April 2026.</p>	

Signed

Date.....

LOOE TOWN COUNCIL KONSEL TRE LOGH



Services, Assets & Community Committee Minutes

Held in

The Council Chamber, Looe Library and Community Hub, The Millpool, Looe

Meeting held on 2nd December 2025 at 6pm

PRESENT: Cllr Jon Holmes (JH) - Chair
Cllr Jamie Pearn (JP) – Vice Chair
Cllr Stephen Remington (SR)
Cllr Chris Harwood (CH)
Cllr Mark Pughe (MPU)

IN ATTENDANCE: Sam White – Town Clerk (TC)
Sharon Payne – Deputy Clerk (DC)
Donna Folland – Admin Officer (AO)

Members of the Public: None Present

Agenda Item	Discussion/Outcome/Decision	Action/Follow up
	Welcome The Chair Cllr Jon Holmes welcomed everyone to the meeting.	
SAC/25-26/031	To Receive Apologies for Absence and reasons given. It was AGREED to accept apologies and the reasons given from Cllr Michala Powell and James Lundy.	

SAC/25-26/032	<p>To Receive Declarations of Interest / Request for dispensations.</p> <p>None received.</p>	
Public Participation		
SAC/25-26/033	<p>To Receive representations from members of the Public in respect to the business on the Agenda.</p> <p>None Present.</p>	
SAC/25-26/034	<p>To Resolve to approve the minutes of the previous meeting of the Services, Assets & Community Committee held on 23rd September 2025.</p> <p>It was RESOLVED to approve the minutes of the Services, Assets & Community Committee held on 23rd September 2025.</p> <p>Proposed by Cllr Jamie Pearn and seconded by Cllr Stephen Remington. Carried 4 for / 1 abstained as not present at the meeting.</p>	
SAC/25-26/035	<p>To receive questions on the report from the Library Supervisor.</p> <p>The Library Supervisors report was circulated and noted. Cllrs praised the work of the Library Staff.</p>	
SAC/25-26/036	<p>To receive questions on the report from the Content and Communications Officer.</p> <p>The Content and Communications Officers report was circulated and noted. Discussion ensued around the proposed revival of St Pirans Day celebrations for 2026 and historical Town celebrations. The TC informed Cllrs that for the first year this would be a tea party in the Chambers with the hope that the event would grow in future years.</p>	
SAC/25-26/037	<p>To receive questions on the report from the Responsible Finance Officer</p>	

	<p>The report from the Responsible Finance Officer was circulated and noted. The Deputy Clerk gave an overview of the toilet income and informed Cllrs that there were accounting errors within the document that had been raised with HITECH.</p>	
SAC/25-26/038	<p>To receive questions on the report from the Deputy Clerk and Resolve any necessary actions to be taken.</p> <p>The Deputy Clerks report was circulated and noted. The Deputy Clerk gave an overview of her report asking Cllrs to decide on the location of the new boat for the Mariners Garden. Discussion ensued around the location for the boat and the possibility including picnic benches alongside the water towards the Anchor.</p> <p>It was RESOLVED to install the boat on the tarmac, beneath and alongside the Christmas Tree.</p> <p>Proposed by Cllr Stephen Remington and seconded by Cllr Jon Holmes. All in favour.</p> <p>The Deputy Clerk informed Cllrs that the review of the Memorial Benches was going well resulting in the sale of two benches to people on the waiting list to date. Further work will be completed on the costs and duration of the agreement. The Deputy Clerk asked if any other Cllrs were able to help on New Years Eve. The Seafront toilets will be free of charge for the evening. It was suggested that donations towards the costs of the fireworks should be collected. A poster with a QR Code for donations will be drafted.</p>	Poster for donations
SAC/25-26/039	<p>To review and approve asset charging for the budget 2026-27.</p> <ul style="list-style-type: none"> • RFO report. 	

	<ul style="list-style-type: none"> • Comparator Towns Report. <p>The RFO report and Comparator Towns report were circulated and noted. Cllrs were required to recommend to Full Council an increase in the toilet entry charges. Discussion ensued around other town charges for toilet facilities and charges for use of Accessible toilets. The Deputy Clerk will research other Councils charges and systems for Accessible toilets, card reader entry, and voluntary donations.</p> <p>It was RESOLVED to recommend to Full Council an increase to the toilet entry charges of 10 pence to 40 pence per entry.</p> <p>Proposed by Cllr Jon Holmes and seconded by Cllr Mark Pughe. Carried 4 for / 1 against.</p> <p>Cllrs discussed an increase to the annual permit for the Surgery Car Park. The Town Clerk is in discussing devolution of this Car Park with Cornwall Council. The new barrier for the Car Park is in progress.</p> <p>It was RESOLVED to increase the Surgery Car Park Annual Permit to £222.</p> <p>Proposed by Cllr Mark Pughe and seconded by Cllr Stephen Remington. All in favour.</p>	
SAC/25-26/040	<p>To review maintenance Schedule & progress made.</p> <p>The Maintenance Schedule was circulated and noted. Clarification was given on the lease for the Polkirt Arcade and the reasons LTC pay for Fire extinguishers. The Deputy Clerk confirmed that the Fire Risk Assessment will be completed on 3/12/25.</p>	
SAC/25-26/041	<p>To note correspondence received for information only.</p> <p>None received.</p>	

SAC/25-26/042	<p>Exclusion of members of the press and public.</p> <p>It was RESOLVED “in accordance with S1(2) of the Public Bodies (Admission to Meetings) Act 1960, the press and public be excluded from the meeting during the consideration of the following matter due to the confidential nature of the business to be discussed.”</p> <p>Proposed by Cllr Jon Holmes and seconded by Stephen Remington. All in favour.</p>	
SAC/25-26/043	<p>Confidential items for discussion.</p> <ul style="list-style-type: none"> • Electric Vehicle Report. <p>It was RESOLVED to retain the Garia Utility Vehicle and review options for the 2027-28 budget, with the proviso that further discussion at the next Looe’s Loos meeting in the New Year.</p> <p>Proposed by Cllr Jon Holmes and seconded by Cllr Stephen Remington. All in favour.</p> <ul style="list-style-type: none"> • Seafront Toilet Roof <p>It was agreed that the amended tender document would be circulated to the Services, Assets and Community Committee members via email.</p> <ul style="list-style-type: none"> • Budget recommendations <p>It was RESOLVED to purchase two new picnic benches subject to confirmation of costs.</p> <p>Proposed by Cllr Mark Pughe and seconded by Cllr Chris Harwood. All in favour.</p>	
SAC/25-26/044	<p>Date of Next Meeting:</p> <p>Tuesday 14th April 2026</p>	
	<p>Meeting Closed at: 7:18pm</p>	

DRAFT



Planning Report for Full Council 21.4.26

Author : Cllr J Lundy

Our April Planning Committee meeting saw fewer planning applications of a lesser controversy in their proposals. We as a committee still received good public interest and public participation at our meeting. I have set out below the applications received and commented on in our consultee capacity.

April :

DATE	REF. & OFFICER	LOCATION	PROPOSAL
4 March 2026	PA26/01231 Josep Sandercock	23 Goonrea West Looe Cornwall	Proposed single storey rear extension
25 March 2026	PA26/01459 Josep Sandercock	Ju Jus Higher Market Street East Looe	Proposed rear dormer and internal alterations
13 March 2026	PA26/01543 Josep Sandercock	Fire Brigade Looe Fire Station Church Street West Looe	Proposed single storey extension for showers, WCs and changing rooms plus an extension to the appliance bay.
11 March 2026	PA26/01628 Josep Sandercock	Trebarwith, Chapel Grounds, West Looe, PL13 2BJ	Construction of single storey glazed extension to northern elevation.
26 March 2026	PA26/01868 Josep Sandercock	Portlooe Boatyard West Looe Hill West Looe Cornwall	Proposed storage/workshop building within commercial boatyard.

NB PLG 281 : PA26/01868 Portlooe Boatyard *'It was observed within the submitted Design and Access Statement that it referred to St Sampson Neighbourhood Plan as oppose to the adopted Looe Neighbourhood Plan (NDP) .The Chair also stated that it was factually incorrect to state that an adopted NDP holds very limited weight as it is a legally binding document . Councils and Local Planning Authorities are still awaiting updates on proposed administrative changes to the National Policy Framework and the proposal of having a ' Neighbourhood*

Statement' as oppose to the current NDP, currently there are a number of unknowns at this time'.

The Planning Committee has submitted all comments as a consultee to Cornwall Council via the online planning portal. Submitted comments can also be viewed under each individual planning reference number.

Planning Decisions Percentages in line with Cornwall Council

April : **82.03** % inline with Cornwall Council

PLG 25-26/291 Belinda Lane, East Looe Proposed Signage

A member of the public has recently raised the matter of Belinda Lane; an unmarked pedestrian route running from Barbican Hill to Shutta Road. The route is known locally as 'Belinda Lane' and is referred to as such in some heritage publications but has no signage. It was noted and agreed by the Planning Committee that further costings and designs should be explored by our Clerk.

Below is one example of a possible signage design however a conservation style might be more fitting due to Belinda Lane's historic locality.



My thanks go to Sam, Donna and Schanine for their support .

Cllr James Lundy – Planning Chair 18.4.26



Author: Finance & Strategy Committee
Committee: Full Council
Status: Public
Agenda Item: FC 25-26.167
Date: 16.03.26

Finance & Strategy Report

The committee have not met since the last Full Council meeting until tonight. At this meeting, the committee intends to recommend the policies and the Risk Register listed on the agenda.

The Responsible Finance Officer (RFO) is currently completing year-end accounts for the 2025-26 financial year. This includes ensuring that all expedited expenditures and sales invoices have been processed and coded correctly.

The finalised accounts are expected to be available in May which and are still anticipated to show expenditure below budget.

Updates

- Interviews have commenced for the new role of Finance Officer.
- The first precept payment of £298,341 was received on 9th April 2026.
- The annual insurance policy is in place for 2026-27.
- The FlashFlood cover has not been renewed, in line with Full Council approval.
- Everflow has issued a credit note of £1,495.84 relating to the water leak at Hannafore toilets during spring 2025.
- The approved £1,000 grant to the Boundless Trust was paid on 31st March 2026.
- The Council is busy supporting the Looe Food Festival, which will be held on Sunday 14th June 2026.
- Year-end payroll has been processed and P60's are to be distributed.

Priorities In May

- **Financial Regulations**
- **Asset Register**
- **Year-end accounts for 2025-26**
- **Internal Audit -final**
- **Internal controls**
- **External Audit (Annual Governance & Accountability Return)**
- **Completion of the Community Infrastructure Levy Report for 2025-26.**



Author: Sharon Payne, Deputy Town Clerk

Committee: FC 21st April 2026

Status: PUBLIC

Agenda Item: 167.3 FC 25-26 Services, Assets & Community Committee Report

Date: 15th April 2026

Services, Assets and Community Committee met on the 14th April 2026

Maintenance and Cleaning Team

KEY ACHIEVEMENTS/SUCCESSSES

Finger Post near the Chennai refurbished.

Mayors board updated and Heritage Signs completed.

Seafront Paddle Gate replaced.

Assisted in the official opening of The Meeting Place (formerly The Old Vets).

Two new Propelair Toilets fitted free of charge at the seafront toilets (again).

PROGRESS REPORTS

We are making steady progress on various larger projects and just keeping up with everyday repairs, maintenance and cleaning. The Committee discussed flooring options for the Guildhall toilets, the license for Polkirt Arcade, library reception desk and the patient's car park barrier.

CURRENT PRIORITIES

Guildhall Toilet flooring quotes for resin

Rear of Looe Library and Community Hub – Ongoing maintenance.

Seafront and Millpool toilet roofs.

Mariners Garden lighting upgrade and boat.

Monthly maintenance.

CURRENT OSTACLES

Staff sickness.

Cleaning Team coverage management – this will improve once we complete the hire of a new team member. We hope to build more resilience for the team across the summer and complete training and maintenance tasks across the winter.

Creative Looe.

On Tuesday 31st March 2026 Councillors Jon Holmes, Mark Pughe and George Ingham attended the official book lunch of FlavOURS of LOOE at The Sardine Factory. It was a truly inspiring event that our community can be so proud of. Students from Looe Community Academy and Looe Primary School were present to really show off Looe's Creative talent with beautiful artwork and singing. Congratulations to all.

FlavOURS of LOOE - An illustrated Community Cookbook is available to purchase from Coop stores in Looe.

'A Love Letter to the Tide

This isn't just a cookbook—it's a painted love letter to Looe, a town shaped by the tide for centuries.

Flavours of Looe celebrates our fishing heritage through the eyes and brushes of young people. In a world of digital snaps and generic recipes, we chose creativity: we chose CreativeLooe.

This project brings together the heart, heritage, and home-cooked secrets of Looe. From the kitchens of Looe Academy students to the professional skills of our town's award-winning chefs, we've captured the soul of our seafaring roots in cherished seafaring dishes.

From Quay to Canvas

A century ago, most Looe schoolchildren had family ties to fishing. That link has faded, but the connection endures. This book reconnects us with fresh eyes.

- Inspiration: Students connected with the local fleet to learn about Looe Harbour's seasonal catch.
- Kitchen: Recipes were tested and perfected at home, often guided by grandparents with fishing roots or favourite chefs.
- Studio: In art lessons, students painted their dishes—capturing the shimmer of fish scales, the glow of prawns, and golden pastry crusts with brushes, not cameras.

We're bridging past and future: blending the legacy of families like Pengelly's (five generations strong), with the artistic vision of Looe Community Academy students under the guidance of Lesa Welch, a professional lino artist, teacher and artist in residence at Looe Community Academy.

From "Catch & Cook" boat classes to painting species their great-grandparents never knew, we're all

learning to cook, eat, and celebrate the new Looe'.



CLlr Jon Holmes, Chair of Services, Assets and Community Committee.

Cllr Jim Candy Looe TC Report for 21.3.2026

- A) I reiterate my thanks to the Mayor and rest of the team for supporting the resident who was homeless into rented accommodation in Looe. Whilst we were successful the process of getting the support needed took from 6th February until 3rd April. The issue was complicated as the resident did not want to leave Looe, nor did they have Internet access nor was he computer literate, but were supported beyond the call of duty by LT Cllrs and staff. I will speak to colleagues and Homeless managers to see if this delay is typical, and see if the process can be speeded up. The case highlights the lack of affordable housing, and need to build more, rather than second homes, or increasing the number of houses for people to retire to from up country.
- B) The Just Park app now needs less to be loaded on it, £35 not £50, it gives significant discounts, only £2.78 per DAY to park all day in Millpool in the summer, £2.23 in the winter. The list of eligible car parks, mainly long stay, is [justpark-wallet-tcs.pdf](#)
- C) The pothole backlog was 3, 987 on 2nd April, down from 5,296 a month before currently on our system. However nearly 400 per week are being fixed, with the number reported dropping due to better weather. Please continue to use [Report a problem with a road or pavement - Cornwall Council](#) as issues are logged and go straight to the relevant department
- D) The evening buses between Tregoad, Looe and Polperro are being reintroduced, timetable being finalised. Please promote the service, it will not be subsidised, so we need to make it sustainable.
- E) The consultation re Tamar Tags increases to Account Fees is closed. I await the summary of responses. The decision will be made in June.
- F) I have chased the police to get the cars involved in a collision from Portuan Road removed.
- G) West Looe Hill in the schedule for resurfacng, should 14/09/26 should be for 2-3 weeks.
- H) The scrub clearance against the house at Hannafore has been carried out.
- I) I continue to get a lot of Casework, especially housing and planning related.
- J) I will let Mark Gibbons do an update on the Glyphosate use for kerb spraying, as it is being discussed at Cornwall Council meeting earlier on Tuesday.
- K) I cannot put my strong response to the failure of the CIL fund team to allocate funding to the Skate Park project. I will support LDC and LDT to get the funding required, and get support from Cornwall Council to enable this.
- L) I am supporting the May Fair in West Looe.

Cllr Mark Gibbons

Apologies for late submission. April has been a very busy month.

Overnight closures at Sandplace were required over several nights this month to remove trees that were obstructing the works. I liaised with Highways to minimise disruption.

Following the fly tipping of a large caravan at the entrance to Barratts estate I was able to persuade the Environmental Crime team to intervene and have it removed without the usual six week wait - given the state of the van and the safeguarding issues it presented I think this was a good result for residents.

The application for the redevelopment of Millendreth was approved, with conditions, by the planning officer at the start of the month. Both St Martin's and LTC worked hard to ensure that a substantial and challenging application was in the public interest, and I supported, in the background, throughout - running through multiple iterations of his report with the Planning Officer ahead of publication to ensure Parish and Town Council concerns were addressed.

Looe Town Council supported the proposal in principle, but raised a number of important concerns, including the South West Coast Path, the relationship between the development and the beach and seafront, the impact on the woodland and Spinney, traffic and wider infrastructure, sewage, ecology, and the World War Two dragon's teeth.

Not all of those points were adopted in full, but they were clearly considered in the final report and decision. The South West Coast Path issue resulted in clearer safeguards and confirmation that any change to the route would need to go through a separate legal process. Traffic, sewage and ecology concerns were addressed through the officer's assessment and through conditions relating to construction, drainage and environmental management.

Notably, the Town Council's comments on the dragon's teeth helped secure a much stronger heritage outcome. The final approval now treats those features as an important non-designated heritage asset and includes a specific condition requiring remediation details. The jetty has also been recognised in similar terms.

So while not every concern was carried through exactly as requested, I think it is fair to say that Looe Town Council played a significant role in improving the final outcome, particularly in securing recognition and protection for the historic coastal features.

Cornwall Council is developing a Public Realm Recovery Programme to tackle declining standards on parts of the urban highway network since routine Council-funded weed management stopped in 2013. The programme is intended to improve safety, accessibility and

the condition of the highway asset through a mixed approach: increased manual and mechanical clearance in the worst-affected areas, improved management of amenity and environmental areas (including verge management), and partnership working with town and parish councils and community volunteers. Alongside these measures, the Council is proposing a limited, carefully controlled use of glyphosate on hard urban highway surfaces (principally kerblines and channels), only where weeds are present, using Controlled Droplet Application to minimise drift, and excluding weed-free streets, grass verges and wider greenspace (except invasive species control).

My position is that this is a bold and necessary initiative to address a long-running problem residents raise regularly, and I support the overall direction and the emphasis on a combined programme rather than relying on a single method. However, I have serious concerns about how the proposals have been communicated and rolled out, which has led to predictable misinterpretation and public backlash, and has not given town and parish councils sufficient time or clear written detail to consider their options properly within normal meeting cycles. I am pressing for clearer, more accessible public information to address genuine concerns, firm boundaries on what is and is not included, and a realistic, workable approach for town and parish councils that need time to defer decisions or pursue alternative arrangements.



**LOOE TOWN COUNCIL
KONSEL TRE LOGH**

Looe Library and Community Hub,
The Millpool, West Looe PL13 2AF.
Telephone: 01503 262255 VAT Reg: 381 5093 50

MAYOR'S REPORT TO FULL COUNCIL – 21 April 2026

Town Twinning with Quiberon

The Big Twinning Party on 18 March was successful, with some 65 attendees, new volunteers secured for the Steering Group and many bright ideas.

The Twinning can evolve on three strands:

1. Individuals and families building their own contacts and making visits.
2. Clubs, organisations and schools arranging exchanges, whether in person or virtual, mutual marketing and promotion.
3. Civic exchanges involving respective Mayors and Councillors, Chairs of key organisations, local figures etc marking key anniversaries and set-piece occasions.

Progress is being made on food and drink mutual celebrations, with Ben Palmer now involved. Cyclists in both towns may well be able to organise reciprocal visits. We continue to work on football, tennis, running, bowls/pétanque, sea swimming, diving, luggers, music, dance, literature and other creative forms. Not all will bear fruit this year but seeds will hopefully be sown for later years.

I seek Council's support in pursuing an anniversary celebration party in Looe on **Saturday 3 October**, the actual fiftieth anniversary of the original signing. Several other organisations will need to give their endorsement to this idea if it is to be an all-town celebration. We will also need to establish if this date would suit the Mayor of Quiberon, Patrick Le Roux, and some of his colleagues. The Town Twinning Association, led by its Steering Group, will need to take the final decision and no doubt undertake much of the related work. Such an event could be used to raise funds to provide the Twinning Association with a financial base for future development.

Polvellan Manor

I received a call from the owner of Polvellan Manor who explained he was preparing a further planning application for the site that he hoped would secure consent. I expressed concern at the mounting risks of the present structure but indicated only that our Planning Committee would review any application as and when invited to do so by Cornwall Council.

Following this, Sam White reported a suspected trespass at Polvellan to the Police and she, James Lundy and I shared our continuing concerns about the dangerous condition of this building. I believe that it is important for our Council regularly to register our concerns in writing and to seek action where we can.

Visit to the Community Fire Station

Following our informative and enjoyable visit to the Lifeboat Station, I am grateful to Chris Harwood for organising our next visit – to the Fire Station – on 6 May at 7pm. As well as being fun and interesting, such visits bring us closer to essential town services and give us a chance to present the human face of our Council. It is open to all Councillors and officers.

Looe Business Forum

In my update to the meeting of the Forum on 1 April, I copied and promoted the recently agreed leaflet from the Town Council about pavement obstruction. I also supported the adoption of UKPAC as the preferred mechanism for sharing information online about suspected shoplifters, noting that publishing names and photos of individuals on WhatsApp risks contravening data protection regulations, which UKPAC avoids.

I shared the excellent Council budget explanatory leaflet, along with information on the Town Twinning and Youth Council.

Other matters

I received and replied to a resident's complaint about a neighbour regularly hanging out washing to dry in a front garden.

I noted the issue, raised by Jamie Pearn, about an abandoned caravan at the Barratts Estate and add my thanks for the action taken by Cllr Mark Gibbons to resolve this.

I was glad to play a small part in the re-housing of a homeless Looe resident. This was an exemplary team effort involving Cllr Jim Candy, Cornwall Council Housing, officers at the Town Council, Boundless Trust, a commercial estate agent and a sympathetic landlord.

I have arranged to visit the Community Tea Room on 22 April. This might become a regular opportunity for Councillors to engage more closely with our community.

I have been involved in discussions and correspondence about "Loominations" – our festive lighting plans – and about the proposed skatepark.

Stephen Remington

14 April 2026



Author: Sam White
Committee: Full Council
Status: Public
Agenda Item: FC/25-26/170 Clerk's Report
Date: 15th April 2026

This report provides an update on the Town Clerk's activities since the meeting in March.

1. Meetings update

- 1.1. Meetings have been reduced this month due to the Easter holiday but I attended the South East Cornwall Community Area Partnership meeting on 7th April, which was well attended by councillors from across the area.
- 1.2. Much time has been taken up with recruitment including going through applications and holding interviews.
- 1.3. I also met with the directors of Creative Looe CIC to discuss their upcoming funding applications to national funds.

2. Looeminations

- 2.1. Work has continued on the project to upgrade the festive lights infrastructure in the town.
- 2.2. We have applied to National Grid for an unmetered supply agreement which has now been authorised so we are now able to approach Cornwall Council for the installation of the power connection.
- 2.3. Robert Freer has also agreed to support the group with the planning application and a site visit is planned – a verbal update will be given in the meeting.
- 2.4. Further quotes for lighting installation are being obtained due to the cost of the project.

3. Looe Family Hub

- 3.1. Further to my report to last month's meeting, I have met with the Barbican Pre-School to discuss applying to make the whole building an Asset of Community Value and to understand the leasehold and freehold arrangements for the whole building
- 3.2. Once that picture is clearer, I will meet with Cllr Mark Gibbons to discuss the application process in more detail.

4. Land at Sunrising

- 4.1. Following last month's meeting, I have confirmed to Cornwall Council that we are interested in the asset.
- 4.2. The queries I raised with Lead Officer remain outstanding and I will continue to chase for answers so a final decision can be made.

5. Recruitment

- 5.1. We have had a large number of responses for all three vacancies with some excellent candidates

5.2. Interviews for Events & Communications Officer and Finance Officer have now concluded and a verbal update will be given in the meeting

6. Skatepark

6.1. Fundraising is coming along well with around 30% of the total already raised.

6.2. The Skatepark Jam on 21st March was very successful with plenty of attendees and good community support for the project.

6.3. Unfortunately, the project was not selected to apply for CIL funding so discussions are now ongoing with Cornwall Council regarding deadlines and alternative sources of funding are now being sought.

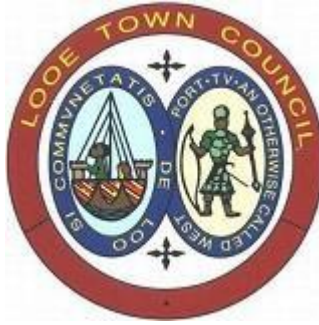
7. Upcoming meetings

7.1. A webinar on the Local Councils Awards Scheme on 16th April

7.2. CALC Larger Councils on 23rd April in person at Launceston Town Hall

8. Recommendation

8.1. It is recommended that this report is noted.



Author:	Fiona Wilkes-Jones Responsible Finance Officer
Committee:	Full Council
Status:	PUBLIC
Agenda Item	FC 25-26.171
Date:	15th April 2026

1. Purpose

To align with best practice by conducting an annual review of the appointment of both the internal and external auditors, and to assess the independence of the appointed auditors.

2. Detail

2.1 Internal Auditor Hudson Accounting LTD.

Letter of engagement for financial years 2023-24 to 2025-26. **Appendix A**

2.2 External Auditor BDO LLP.

Letter of engagement for financial years 2022-23 to 2026-27 **Appendix B**

3. Decision

3.1 Resolution of independence of the Internal Auditor Hudson Accounting Ltd.

Chair and RFO to Minute and sign report **Appendix C**

3.2 Resolution of independence of the External Auditor BDO LLP.

Chair and RFO to Minute and sign report **Appendix D**



Author: Responsible Finance Officer
 Committee: Full Council
 Status: Public
 Agenda Item: FC 25-26.172
 Date: 16.04.26

1. Introduction

1.1 Looe Town Council is required by statute to maintain adequate financial reserves to ensure the effective management of resources, financial stability and continuity of services.

1.2 The Council categorises its reserves into the following types (as per revised Reserves Policy):

- General Reserves
- Ringfenced Reserves
- Earmarked Reserves
- Capital Receipts and Grant Reserves

2. Background

2.1 The allocation of reserves was on the Finance & Strategy agenda in December 2025, but no recommendation was made due to further discussions required.

2.2 The allocations have been made in order to complete the projects from the previous Councils Action Plan for the 2025-26 financial year.

2.3 Re-allocation of reserves can be considered after the year-end process has been completed which can be aligned with the new Councils priorities for 2026-27 and beyond.

3. Detail

Reserves balance YE 31.3.25 v2	£560,614.00
General Reserves 25% of expenditure	
Provision	£170,000.00
	£170,000.00
Ringfenced Reserves	
Wheeled Sports facility/Skate Park	£22,553.00
CCTV	£20,000.00
	£42,553.00
Earmarked Reserves	
Business & Learning Project	£68,985.00
Asset replacement/addition	£160,456.46
Asset- vehicle replacement	£25,000.00
Devolution	£64,000.00
	£318,441.46
Capital Receipts and Grant Reserves	
Community Infrastructure Levy- CIL	£22,088.54
Royal British Legion- War Memorial	£550.00
Coca-Cola legacy- match funded -outdoor gym equipment	£6,500.00
Looe Food Festival	£481.00
	£29,619.54

4. Conclusion

- 4.1 To approve the allocation of these Reserves for the financial year 2025-26 to cover the expenditure already incurred along with the revised Reserves Policy.
- 4.2 The re-allocation can be completed after year-end has been finalised.
- 4.3 The Services, Asset and Community Hub Committee have been aligning the Council's priorities with reserves levels for 2026-27 and beyond. These can be re-allocated after the year end process.

5. Recommendation

- 5.1 To approve the allocation of Reserves for 2025-26 as set out in 3.
- 5.2 To approve the revised Reserves Policy as set out in the policy document.

LOOE TOWN COUNCIL

K O N S E L T R E L O G H

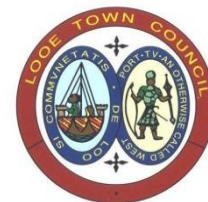
Reserves Policy



Adopted by Council:

Next Review: September
2025

LOOE TOWN COUNCIL



RESERVES POLICY

1. Introduction

1.1 Looe Town Council is required by statute to maintain adequate financial reserves to ensure the effective management of resources, financial stability, and continuity of services.

1.2 Whilst there is no statutory minimum or maximum level of reserves, the Council has no power to hold revenue reserves other than those required for reasonable working capital needs or for specific, identified purposes.

1.3 The Council's Internal and External Auditors review the level and justification of reserves annually as part of the audit process.

1.4 This Reserves Policy sets out how the Council manages and reviews its reserves and operates alongside the Council's Investment Policy, which governs how reserves are held.

1.5 In managing its reserves, the Council has regard to the **Smaller Authorities' Proper Practices Panel (SAPPP), formerly the Joint Panel on Accountability and Governance (JPAG)**, which sets out proper practices for local authority financial management, including transparency, justification, and the regular review of all reserves.

2. Types of Reserve

2.1 The Council categorises its reserves into the following types:

- **General Reserves**
- **Ringfenced Reserves**
- **Earmarked Reserves**
- **Capital Receipts and Grant Reserves**

2.2 Each category of reserve serves a distinct purpose and is managed, monitored, and reviewed in accordance with this policy and proper practices issued by SAPPP.

3. General Reserves

3.1 General Reserves represent the Council's unrestricted working balances and are held to support day-to-day cash flow requirements, provide resilience against unforeseen events or emergencies, mitigate financial and operational risks, and smooth the impact of uneven income and expenditure patterns.

3.2 The generally accepted recommendation with regard to the appropriate minimum level of a smaller authority's General Reserves is that these should be maintained at between **three and twelve months of net revenue expenditure**.

3.3 The wide range reflects the variation in size, activity levels, and risk exposure between authorities. Smaller authorities may need to maintain reserves closer to twelve months of expenditure, whilst larger authorities can reasonably operate closer to three months of expenditure.



RESERVES POLICY

3.4 In practice, authorities with income and expenditure in excess of £200,000 are advised to plan towards maintaining General Reserves equivalent to **three months of net revenue expenditure**.

3.5 **Looe Town Council has adopted a policy of maintaining its General Reserves at a level equivalent to three months of net revenue expenditure**, reflecting the Council's scale of operations, income profile, and risk assessment.

3.6 The level of General Reserves is reviewed at least annually as part of the budget-setting process to ensure it remains appropriate, sufficient, and justified in accordance with SAPP proper practices.

4. Ringfenced Reserves

4.1 Ringfenced Reserves are funds set aside for **clearly identified and approved projects** where expenditure is expected in the **short to medium term**.

4.2 These reserves ensure that funding for imminent projects is:

- Secured in advance
- Readily available when required
- Protected from diversion to other purposes

4.3 Ringfenced Reserves support effective financial planning, project delivery, and governance by providing certainty that resources are in place at the point of implementation.

4.4 Upon completion of the relevant project, any unspent balance will be reviewed by the Council and, where appropriate:

- Reassigned to another Ringfenced Reserve
- Transferred to an Earmarked Reserve
- Returned to General Reserves

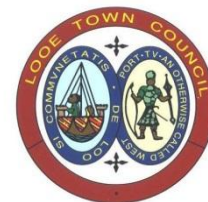
5. Earmarked Reserves

5.1 Earmarked Reserves are maintained as **accumulating funds** for **medium to long-term projects, anticipated future expenditure, or known liabilities**.

5.2 These reserves enable the Council to plan strategically and build resources over time for:

- Asset maintenance or renewal
- Long-term infrastructure or community projects
- Anticipated service pressures
- Strategic opportunities or contingencies such as devolution.

LOOE TOWN COUNCIL



RESERVES POLICY

5.3 Earmarked Reserves are not intended for immediate expenditure but provide a structured mechanism for spreading the cost of major commitments across multiple financial years.

5.4 All Earmarked Reserves must:

- Have a clearly defined and documented purpose
- Be justified in relation to the Council's objectives and risks
- Be reviewed at least annually as part of the budget-setting process in accordance with SAPPP proper practices

6. Capital Receipts and Grants Reserves

6.1 Capital receipts and grant funding are subject to statutory or funding-specific restrictions and must be used solely for their intended purposes.

6.2 The Council maintains separate Capital Receipts and Grants Reserves to ensure:

- Compliance with legal and funding requirements
- Clear audit trails
- Transparency and accountability

6.3 The Council may also receive funds from individuals, organisations, or other sources where monies are given, bequeathed, or donated for the upkeep, enhancement, or improvement of specific assets, or in support of named projects or purposes. Such funds will be held within the Capital Receipts and Grants Reserves, or within an appropriately designated reserve, and will be applied strictly in accordance with the conditions or intentions attached to the funding. These will be documented within the accounts for transparency and future reference.

6.4 These reserves relate to funding received for specific capital projects, assets, or initiatives and cannot be used to support general revenue expenditure.

7. Review and Governance

7.1 All reserves are reviewed at least annually by the Finance and Strategy Committee as part of the Council's budget-setting process.

7.2 Reviews will consider:

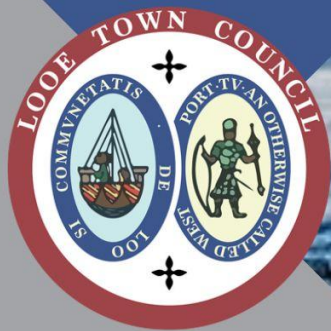
- Continued relevance and justification of each reserve
- Alignment with Council priorities and risk exposure
- The Council's overall financial resilience

7.3 Where justified, the Council may take decisions that vary from this policy in response to exceptional circumstances, while maintaining sound financial governance, transparency, and compliance with the principles of the Smaller Authorities' Proper Practices Panel (SAPPP).

LOOE TOWN COUNCIL

K O N S E L T R E L O G H

Investment Policy



Adopted by Council:

Next Review: September
2025

LOOE TOWN COUNCIL



ANNUAL INVESTMENT STRATEGY

1. INTRODUCTION

- 1.1 Looe Town Council acknowledges the importance of prudently investing the temporarily surplus funds held on behalf of the community.
- 1.2 This Strategy complies with the revised requirements set out in the Statutory Guidance on Local Government Investments (3rd Edition) for financial years commencing on 1 April 2018. Chartered Institute of Public Finance and Accountancy's Treasury Management in Public Services: Code of Practice and Cross Sectoral Guidance Notes and takes account of the Section 15(1)(a) of the Local Government Act 2003. It also accords with CIPRA's Treasury Management Code.

2. INVESTMENT OBJECTIVES

- 2.1 In accordance with Section 15(1) of the 2003 Act, the Council will have regard (a) to such guidance as the Secretary of State may issue, and (b) to such other guidance as the Secretary of State may by regulations specify.
- 2.2 The general policy objective for the Council is the prudent investment of its balances. The Council's investment priorities in order are:
 - a) The security of reserves
 - a) The liquidity of its investments.
 - b) The yield obtained from any investment
- 2.3 The Council will aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. All investments will be made in sterling.
- 2.4 The Department for Communities and Local Government maintains that borrowing of monies purely to invest, or to lend and made a return, is unlawful and this Council will not engage in such activity.
- 2.5 Where external investment managers are used, they will be contractually required to comply with the Strategy.

LOOE TOWN COUNCIL



ANNUAL INVESTMENT STRATEGY

3 SPECIFIED INVESTMENTS

3.1 Specified Investment are those offering high security and high liquidity, made in sterling and maturing within a year.

3.2 Such short term investments made with the UK Government, or a local authority or town parish council will automatically be Specified Investments.

3.3 For the prudent management of its treasury balances, maintaining sufficient levels of security and liquidity, the Council will use:

- Deposits with UK banks, UK building societies, UK local authorities or other public authorities.
- Treasury deposits with UK clearing banks.
- Other approved public sector investment funds

3.4 Where Looe Town Council currently invests short-term investments with:

- Lloyds Bank (Business & Instant Access)
- Cornwall Council (deposit 24 hours' notice)
- CCLA deposit Fund (24 hours' notice)

3.5 The choice of institution and length of deposit will be recommended by the Finance and Strategy Committee and approved by Full Council.

4 NON-SPECIFIED INVESTMENTS

4.1 These investments have greater potential risk – examples include investment in the money market, stock and shares.

4.2 Given the unpredictability and uncertainties surrounding such investments, the Council will not use this type of investment.

5 LIQUIDITY OF INVESTMENTS



ANNUAL INVESTMENT STRATEGY

5.1 The Responsible Finance Officer, in consultation with the Finance and Strategy Committee will determine the maximum periods for which funds may prudently be committed so as not to compromise liquidity. Investments will be regarded as commencing on the date the commitment to invest is entered into, rather than the date on which the funds are paid over to the counterparty.

6 LONG TERM INVESTMENTS

6.1 Long term investments are defined as investments with a maturity of more than 12 months.

6.2 The Council does not currently hold any long term investments and does not envisage any during 2025-26 and beyond.

7 INVESTMENT STRATEGY

7.1 The Town Council's funds are not likely to be protected by the Financial Services Compensation Scheme (FSCS) as the Council's annual turnover exceeds 500,000 euros (currently £420,000) where deposits of up to £120,000 per UK bank or building society are fully protected.

7.2 Therefore, the Council must mitigate the risk of losses.

- The Council holds a deposit and current account with Lloyds Bank for day to day transactions. The Finance and Strategy Committee have agreed to hold an overall balance of £85,000.
- Surplus funds are currently deposited with Looe Town Council's Unitary Authority Cornwall Council and with CCLA Deposit Fund.

The investment position will be reviewed by the Responsible Financial Officer and reported to the Finance and Strategy committee every 6 months.

The Council does not employ, in-house or externally, any financial advisors but will rely on information which is publicly available.



ANNUAL INVESTMENT STRATEGY

Investment movements will be carried out between approved organisations by the RFO in accordance with the delegated authority (as contained within the Financial Regulations)

8 APPROVED INSTITUTIONS

8.1 The Council will monitor the risk of loss on investments by reference to credit ratings.

8.2 Approved Institutions Credit Ratings

The Town Council will only make investments with institutions who hold good credit rating scores as rated by the three international rating agencies (Moody's, Fitch and Standards & Poor). The Council will also have regard for the general and political environment in which institutions operate.

Moody's

AA Obligations rated AA are judged to be of high quality and are subject to very low credit risk.

A Obligations rated A are judged to be upper-medium grade and are subject to low credit risk.

Fitch

AA Very high credit quality - 'AA' ratings denote expectations of very low default risk. They indicate very strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.

A High credit quality - 'A' ratings denote expectations of low default risk. The capacity for payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to adverse business or economic conditions than is the case for higher ratings.

BBB Good credit quality - 'BBB' ratings indicate that expectations of default risk are currently low. The capacity for payment of financial commitments is considered

LOOE TOWN COUNCIL



ANNUAL INVESTMENT STRATEGY

adequate, but adverse business or economic conditions are more likely to impair this capacity.

Standard & Poor's

AA An obligation rated 'AA' differs from the highest-rated obligations only to a small degree. The obligor's capacity to meet its financial commitments on the obligation is very strong.

A An obligation rated 'A' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher-rated categories, However, the obligor's capacity to meet its financial commitments on the obligation is still strong.

BBB An obligation rated 'BBB' exhibits adequate protection parameters. However, adverse economic conditions or changing circumstances are more likely to weaken the obligor's capacity to meet its financial commitments on the obligation.

9 END OF YEAR INVESTMENT REPORT

9.1 Investment forecasts for the coming financial year were accounted for when budget was prepared. At the end of the financial year, the Finance Officer will report on investment activity to the Finance & Strategy Committee.

10 REVIEW AND AMENDMENT OF STRATEGY

10.1 The strategy will be reviewed annually. The Annual Strategy for the coming financial year will be prepared and presented for approval at a Finance and Strategy Committee Meeting. The Council reserves the right to make variations to the Strategy at any time, subject to the approval of the Full Council. Any variations will be made available to the public.

11 FREEDOM OF INFORMATION

In accordance with the Freedom of Information Act 2000, this Document will be posted on the Council's Website www.Loometowncouncil.gov.uk

LOOE TOWN COUNCIL

ANNUAL INVESTMENT STRATEGY



Town Clerk
Looe Town Council
Looe Library and Community Hub
The Millpool
West Looe
Cornwall
PL13 2AF

Tel 01503 262255
Email enquiries@looetowncouncil.gov.uk

LOOE TOWN COUNCIL

K O N S E L T R E L O G H

Risk Management Strategy



Adopted by Council:

31st March 2025

Next Review: April 2026

Document Control

Current Status			
Version	2025	Approved by Full Council	yes
Date	March 2025	Date of approval	31.3.2025
Responsible Officer	Town Clerk/RFO	Minute Reference	FC24-25-126-3
Responsible Committee	Finance and Strategy	Review Date	annual

Version History			
Date	Version	Author/Editor	Comments
5.2024	2024-5	Deputy Clerk	adopted
13.12.2024	2025-6 DRAFT	Town Clerk	

Document Retention	
Document Retention Period	Until superseded.

Publication Scheme	
Status	Public – available on the Council's website and is available as hard copy.

1. Introduction

1.1 This document forms Looe Town Council's Risk Management Strategy. It sets out:

- What risk management is
- Why the Town Council needs a risk management strategy
- The Town Council's philosophy on risk management
- The risk management process
- Roles and responsibilities
- Future monitoring.

1.2 The objectives of this strategy are to:

- Further develop risk management and raise its profile across the Town Council
- Integrate risk management into the culture of the organisation
- Embed risk management through the ownership and management of risk as part of all decision making processes
- Manage risk in accordance with best practice.

2. What Risk Management is

2.1 *'Risk is the threat that an event or action will adversely affect an organisation's ability to achieve its objectives and to successfully execute its strategies. Risk management is the process by which risks are identified, evaluated and controlled. It is a key element of the framework of governance together with community focus, structures and processes, standards of conduct and service delivery arrangements.'* Audit Commission, *Worth the Risk: Improving Risk Management in Local Government*, (2001:5).

2.2 Risk management is an essential feature of good governance. An organisation that manages risk well is more likely to achieve its objectives. It is vital to recognise that risk management is not simply about health and safety, but applies to all aspects of the Town Council's work.

3.0 Why the Town Council Needs a Risk Management Strategy.

3.1 Risk management will strengthen the ability of the Town Council to achieve its objectives and enhance the value of the services provided.

3.2 The Risk Management Strategy will help to ensure that all Committees and staff with management responsibilities have an understanding of risk and that the Town Council adopts a uniform approach to identifying and prioritising risks. This should in turn lead to conscious choices as to the most appropriate method of dealing with each risk, be it elimination, reduction, transfer or acceptance.

3.3 The guidance on Governance and Accountability for Local Councils in England (published by the Joint Practitioners' Advisory Group) makes the following observations regarding risk management:

- As a minimum, an authority must identify and assess risks and address those identified risks by mitigating or managing them.
- Appropriate arrangements will vary and need to be proportionate to the size and nature of the operations of an authority.
- Larger authorities are likely to adopt more extensive procedures, which, whilst reflecting the basic principles above, may utilise a risk assessment matrix and undertake more extensive risk arrangements (eg a working party to consider risks) and/or a full risk register
- Risks are uncertain events or conditions (not just financial) that if they occur, will affect the authority's ability to achieve its objectives. The authority generally, and members individually are responsible for risk management.

3.3 There is a requirement under the Accounts and Audit Regulations 2015 s.3 to establish and maintain a systematic strategy, framework and process for managing risk.

4. Risk Management Policy Statement

- 4.1 Looe Town Council recognises that it has a responsibility to manage risks effectively in order to protect its employees, assets, liabilities and community against potential losses, to minimise uncertainty in achieving its aims and objectives and to maximise the opportunities to achieve its vision.
- 4.2 The Town Council is aware that some risks can never be eliminated fully and it has in place a strategy that provides a structured, systematic and focused approach to managing risk.
- 4.3 Risk Management is an integral part of the Town Council's management process.

5. Types of Risk

- 5.1 Risks can be classified into various types but it is important to recognise that for all categories the direct financial losses may have less impact than the indirect costs such as disruption of normal working. The examples below are not exhaustive:

- **Strategic Risk** – long term adverse impacts from poor decision making or poor implementation. Risks damage to the reputation of the Council, loss of public confidence, in a worst case scenario Government intervention.
- **Compliance Risk** – failure to comply with legislation or laid down procedures or the lack of documentation to prove compliance. Risks exposure to prosecution, judicial review, employment tribunals, inability to enforce contracts.
- **Financial Risk** – fraud and corruption, waste, excess demand for services, bad debts. Risk of additional audit investigation, objection to accounts, reduced service delivery, dramatically increased Council tax levels, impacts on Council reserves.
- **Operating Risk** – failure to deliver services effectively, malfunctioning equipment, hazards to service users, the general public or staff, damage to property. Risk of insurance claims, higher insurance premiums, lengthy recovery process.

5 Impact of Failure to Manage Risk

5.1 Risks can be broken down further into specific areas which could impact on the achievement of the Town Council's strategic objectives and day-to-day delivery of services:

- **Political** – Those associated with the failure to deliver local, regional or national policy;
- **Financial** – Those affecting the ability of the Town Council to meet its financial commitments; failure of major projects; internal and external audit requirements; failure to prioritise and allocate resources effectively; poor contract management; initiative overload;
- **Social** – Those relating to the effects of changes in demographic, residential, or socio-economic trends on the Town Council's ability to deliver its strategic priorities;
- **Technological** – Those associated with the capacity of the Town Council to deal with the pace/scale of technological change, or its ability to use technology to address changing demands. This includes the consequences of internal failures on the Town Council's ability to deliver its objectives;
- **Legal** – The ability of the Town Council to meet legislative demands affecting breaches of legislation (UK & EU);
- **Environmental** – Those relating to the environmental consequences of progressing the Town Council's objectives in terms of energy-efficiency, pollution, recycling, emissions etc;
- **Partnership/Contractual** – Those associated with the failure of partners/contractors to deliver services to an agreed cost and specification and similarly failure of the Town Council to deliver services

to an agreed cost and specification; compliance with procurement policies (internal/external); ensuring open and fair competition;

- **Human Resources** – Those associated with the professional competence of staff; training and development; over-reliance on key personnel; ineffective project management; recruitment and selection issues;
- **Organisational** – Those associated with the review of services and delivering continuous improvement;
- **Health & Safety/Physical** – Those related to fire, safety, accident prevention and health & safety which pose a risk to both staff and the public; safeguarding and accounting of physical assets;
- **Reputational** – Those associated with the changing needs of customers and the electorate; ensuring appropriate consultation; avoiding poor public and media relations.

5.3 Not all of these risks are insurable and for some the premiums may not be cost effective. Even where insurance is available, a monetary consideration might not be an adequate recompense. The emphasis should always be on eliminating or reducing risk before costly steps to transfer risk to another party are considered.

5.4 Risk is not restricted to potential threats but can be connected with missed opportunities. Good risk management can facilitate proactive, rather than merely defensive responses. Measures to manage adverse risk are likely to help with managing positive change.

Implementing the Strategy

6. Risk Register

- 6.1 The Risk Register (appendix A) will be regularly refined and updated as part of this Risk Management Strategy.

7. Risk Monitoring

- 7.1 The risk management process does not finish with putting risk control procedures in place. Their effectiveness in controlling risk must be monitored and reviewed. It is also important to assess whether the nature of any risk has changed over time. The Risk Management Plan will be reviewed at least annually by the Clerk and RFO and the Finance and Strategy Committee.
- 7.2 The information generated from applying the risk management process will help to ensure that risks can be avoided or minimised in the future. It will also inform judgements on the nature and extent of insurance cover and the balance to be reached between self-insurance and external protection.

8. Risk Management System

- **Risk Identification** – Identifying and understanding the hazards and risks facing the Town Council is crucial if informed decisions are to be made about policies or service delivery methods. The risks associated with these decisions can then be effectively managed.
- **Risk Analysis** – Once risks have been identified they need to be systematically and accurately assessed using proven techniques. Analysis should make full use of any available data on the potential frequency of events and their consequences. If a risk is seen to be unacceptable, then steps need to be taken to control or respond to the risk.
- **Risk Prioritisation** - An assessment should be undertaken of the impact and likelihood of risks occurring, with impact and likelihood being scored on a scale from 1 to 4 with 1 being low and 4 high.

Likelihood




		Probability	Possible indicators
4	Almost Certain	≥90%	Frequent occurrence
3	Likely	≥60%	Regular occurrence
2	Possible	≥10%	Occasional occurrence
1	Unlikely	≤10%	Has never occurred

Impact

		Risk Threat
4	Major	Financial Impact \geq £200,000 Fatality/disabling injuries to public or staff / adverse national media attention / external intervention / total service disruption / extensive legal action against the Council
3	Serious	Financial Impact \geq £100,000 Adverse local media attention / extensive public complaints / adverse comments by regulators or auditors / significant service disruption / failure to deliver projects or targets / service disruptions / injuries to public or staff / legal action against Council.
2	Significant	Financial Impact \geq £50,000 Adverse service users complaints / service disruption / minor injuries and near misses to staff and public.
1	Minor	Financial impact less than £5,000 / isolated complaints / minor service disruption.

The scores for impact and likelihood are multiplied together. Risks scoring 10 and above will be subject to detailed consideration and preparation of a contingency/action plan to appropriately control the risk.

Risk Matrix

Likelihood	4	4	8	12	16	 High  Medium  Low
	3	3	6	9	12	
	2	2	4	6	8	
	1	1	2	3	4	
		1	2	3	4	
		Impact				

- **Risk control** is the process of taking action to minimise the likelihood of the risk event occurring and/or reducing the severity of the consequences should it occur. Typically, risk control requires the identification and implementation of revised operating procedures, but in exceptional cases more drastic action may be required to reduce the risk to an acceptable level.
- Options for control include:
 - **Elimination** – The circumstances from which the risk arises are removed so that the risk no longer exists;
 - **Reduction** – Loss control measures are implemented to reduce

the impact/ likelihood of the risk occurring;

- **Transfer** – The financial impact is passed to others e.g. by revising contractual terms;
- **Sharing** – The risk is shared with another party;
- **Insuring** – Insure against some or all of the risk to mitigate financial impact; and
- **Acceptance** – Documenting a conscious decision after assessment of areas where the Town Council accepts or tolerates risk.

10 Roles and Responsibilities

10.1 It is important that risk management becomes embedded into the everyday culture and performance management process of the Town Council. The roles and responsibilities set out below, are designed to ensure that risk is managed effectively right across the Council and its operations, and responsibility for risk is located in the right place. The process must be driven from the top but must also involve staff throughout the organisation.

10.2 **Councillors** – Risk management is seen as a key part of Councillors' stewardship role and there is an expectation that Councillors will lead and monitor the approach adopted, including:

- i) Approval of the Risk Management Strategy;
- ii) Analysis of key risks in reports on major projects, ensuring that all future projects and services undertaken are adequately risk managed;
- iii) Consideration, and if appropriate, endorsement of the Annual Governance Statement; and
- iv) Assessment of risks whilst setting the budget, including any bids for resources to tackle specific issues.

10.3 **Employees** – will undertake their job within risk management guidelines ensuring that their skills, experience and knowledge are used effectively. All employees will maintain an awareness of the impact and costs of risks and how to feed information into the formal process. They will work to control risks or threats within their roles, monitor progress and report on task related risks to their line manager or the Town Clerk.

10.4 The risk management table assigns responsibility for managing specific risks to the Town Clerk, Deputy Clerk, RFO, senior staff and the appropriate committee.

10.5 **Role of Internal Audit** - Internal Audit provides an important scrutiny role by carrying out audits to provide independent assurance to the Town Council that the necessary risk management systems are in place and all significant business risks are being managed effectively.

Internal Audit assists the Town Council in identifying both its financial and operational risks and seeks to assist the Town Council in developing and implementing proper arrangements to manage them, including adequate and effective systems of internal control to reduce or eliminate the likelihood of errors or fraud.

Internal Audit reports, and any recommendations contained within, will help to shape the Annual Governance Statement.

Appendix A

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
Finance							
Precept	<p>Inaccurate setting of precept leading to unplanned use of reserves.</p> <p>Illegal expenditure.</p>	4	1	M	<p>Annual process of committees completing review and recommendations to Finance and Strategy (F&S) Committee.</p> <p>The value of the precept is based upon the proposed budget for the forthcoming year that includes all expected income, anticipated expenditure and the current level of the Council's financial reserves.</p> <p>The proposed budget is agreed by Full Council prior to the precept being set.</p> <p>Adequacy of the precept, year on year, is tested with 2-3 year forecasts.</p>	<p>Budget monitoring.</p> <p>Reserves policy but use of reserves to balance budget is only sustainable for a period, other budget balancing strategies will be required.</p>	<p>RFO and F&S Committee develop budget</p> <p>Full Council</p>

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
					A qualified RFO is in post.		
	Failure to calculate precept on time	4	1	M	Timetable of meetings and workshops agreed with Councillors. Additional meetings if required.		RFO
	Precept increases may be capped by Government. Capped increases may not be adequate to meet expenditure.	3	1	M	No proposed precept capping by Government. Regular monitoring of budget by F&S. Non budgeted expenditure can only be approved by Full Council. New services/projects are financially assessed and a business case developed before any commitment is made.		RFO
	A reduction in number of second homes leading to	1	2	L	Budget forecasts to factor in potential reduction.	Consideration of risk highlighted to F&S and Full	RFO

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
	reduction in tax base					Council when considering annual precept.	
Banking arrangements	Bank errors and/or inadequate checks leading to financial irregularities	2	2	M	<p>Invoices checked by Finance Admin ahead of entry onto accounts system.</p> <p>Payments are made in accordance with the Financial Regulations.</p> <p>All electronic payments require entry by initiator and authorisation by 2 signatories.</p> <p>Monthly bank reconciliations completed by a member of the F&S committee.</p> <p>The RFO produces a financial report detailing payments made, budget position and bank and cash reconciliations to</p>	Maintain procedures.	F&S Committee

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
					the F&S for each cycle of meetings. Fidelity guarantee remains at £1 million		
	Internet Banking unauthorised access and fraud	2	1	L	Access to bank accounts for transactions by approved signatories only. Separate password access issued to all users. User names and passwords not to be saved on any PC. Users maintain confidentiality regarding passwords. Access removed when staff or Councillors leave. Bank used is UK based, reputable with their own security controls in place. Monthly bank reconciliation.	Annual review of procedures.	F&S Committee

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
	Bank default resulting in financial loss	4	1	M	UK bank used for current account. Reserves split between Cornwall Council higher interest account and CCLA deposit account.	When precept is received in April further funds are to be deposited with CCLA	RFO
Cash	Loss through theft or dishonesty	1	1	L	Petty cash not used. Unbanked cash locked in safe Cash banked regularly. Library procedures for handling cash. Insurance cover for cash in transit £250, Bank Night Safe £5,000. In the private residence £250. On the premises (ii) in locked safes or strongrooms £5,000 (iii) in locked receptacles other than safes or strongrooms £250.	Maintain existing procedures.	RFO
Credit/Debit card	Misuse resulting in overspend or	1	1	L	Debits cards issued to Town Clerk & Deputy		RFO, Clerk, Deputy Clerk

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
	financial loss due to card loss or unauthorised used				<p>Town Clerk. Financial limits set by Financial Regulations and on credit card, by bank. PIN issued only to user. User maintains confidentiality regarding access PIN and security number.</p> <p>No card details to be saved to any computer or to any service provider account.</p> <p>Card kept in locked secure safe when account holder on leave.</p> <p>One credit/charge card issued to the Town Clerk and linked to the Councils main business current accounts issued, paid off each month.</p>		
Financial controls and records	Inadequate records leading to Financial irregularities.	2	1	L	<p>The Council has adopted NALC model Financial Regulations.</p> <p>Town Council business activities checked against Financial</p>	Ensure historic paperwork is scanned and retention schedule actioned	RFO

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
					<p>Regulations to ensure compliance.</p> <p>Remedial action taken in respect of any identified non-compliance.</p>		
	Purchasing and payment records. Fraud resulting in financial loss.	2	1	L	<p>PO numbering system used for purchase of goods. Purchases of goods, materials & services governed by Standing Orders and Financial Regulations, including requirement for estimates, quotes and tenders from suppliers.</p> <p>Invoices checked for correct pricing and satisfactory works completion. Payments checked against invoice totals. Invoices and payment records retained for audit.</p>		RFO

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
	Accounting System: Accounting errors resulting in financial loss.	2	1	L	<p>Proprietary electronic system used (Sage) for financial accounting.</p> <p>Bookkeeping and accounts administration undertaken by qualified and competent Administrator. Entries and records subject to internal audit by independent auditor.</p> <p>P&L reports routinely reviewed by Finance & Strategy Committee</p>	Update number of users on Sage for business continuity.	RFO
HMRC	Failure to calculate VAT correctly, late submission.	1	1	L	<p>VAT payments and claims calculated by RFO using SAGE</p> <p>Quarterly submissions programmed into RFO's work schedule.</p> <p>Payments direct debit.</p>		RFO

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
					Internal and external auditor provide assurance.		
Salaries	Incorrect or late Salary payment	2	2	M	Salaries are accounted for on Sage Computer Accounting System. PAYE & NI payments to HMRC are generated by the Sage System. Net salary payment to employees is currently by internet banking. Salary payment procedure in place allows BACS payments to be made by authorised signatures.	Maintain procedures Other employees trained to complete process	RFO
	Incorrect or late payment to HMRC resulting in fines being imposed.	1	1	L	Salaries are accounted for on Sage Computer Accounting System. PAYE & NI payments to HMRC are generated by the Sage System. Payments are by direct debit to HMRC are generated concurrently with salary payments. Internal audit		RFO

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
	Timely Submission. Late submission could result in fines being imposed.	1	1	L	Employers Annual Return is completed and submitted via Sage payroll within the prescribed time frame.		RFO
	Pension contributions not made	1	1	L	Calculations completed on the Sage Payroll. Monthly summary uploaded to pension portal. Payment made by direct debit. Internal audit.	Other employees trained to complete process. Maintain procedure.	RFO
Finance Reporting and Audit	Inadequate or Inaccurate financial information reported to Council resulting in poor financial decisions	4	1	M	Budget set annually by Council. Financial Information, including P/L Statements and Expenditure/Budget Statements is routinely reported to Finance and Strategy Committee for review and summaries provided to Full Council.	Small amendments have been made to department budget lines to assist in accurate reporting for 2026-27 budget. Continue to review annually.	RFO
	Inadequate financial information	1	1	L	Financial information is reported into the public domain by making such	Ensure that financial information is	RFO

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
	presented in the public domain resulting in non-compliance with FOI regulation and Financial Regulations.				information available on the Town Council's website.	regularly uploaded to Council website. Further improvements to be added to the Council website.	
	Inadequate Internal Audit resulting in noncompliance of regulation	1	1	L	Independent Internal Auditor recommended by F&S and appointed by Full Council. Internal Audit of accounts conducted twice annually. Electronic records of all financial transactions maintained to provide audit trial. Internal Audit results reported to Council.		RFO F&S Committee
	Competence of Internal Auditor resulting in audit error and discrepancy	1	1	L	Independent Internal Auditor appointed by Council. Appointment reviewed by Council every three years in compliance with Local Audit and Accountability		RFO F&S Committee

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
					Act 2014. Internal Auditor to be qualified for task and deemed competent on the basis of qualifications. Council will normally give preference to Internal Auditors recommended by CALC.		
	Failure to meet deadline for submission of AGAR (annual return)	1	1	L	The external return is programmed into the Council calendar to ensure that F&S are able to recommend to Full Council the signing of the annual return in sufficient time to meet the submission deadline.	Comprehensive instructions provided by the External Auditors and previous copies of submissions to support completion.	RFO
	Failure to respond to electors wishing to exercise right of inspection.	1	1	L	Ensure appropriate public rights dates are obtained from the external auditor. Details are displayed on website and noticeboards. Details are advertised on how to obtain copies and		RFO

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
					inspect the annual accounts.		
Community Grants	Dispute over grant allocation or grant is not used for agreed purpose. Council funds a project that it does not have the power to fund.	1	2	L	Community Grants policy in place. Report must be submitted by grant funded projects.		Clerk Full Council
Grants received.	Grant funding not used for agreed purpose or not spent within agreed timescales.	4	1	M	Monitoring of grant by designated officer and RFO. Progress reports to appropriate committee or Full Council.		RFO
Procurement	Best Value not achieved	2	1	L	Council has policies in place for the procurement of goods and awarding of contracts. All relevant contracts are advertised publicly and through contracts finder.	Carry out market testing of some regular contracts e.g. IT, Security, phones	RFO, Clerk, Deputy Clerk, Full Council and Committees

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
Income	Loss of income, failure to achieve income targets	3	2	M	Regular review of business activities Regular reporting against income targets to committees. Use of professional valuation advice for leases. Risk assessment and business planning in place for new areas of activity.		RFO, Clerk, Deputy Clerk, Full Council, SAC Committee
Insurance	Liability and uninsured claims	3	1	M	Assets and personnel are included in LTC's existing insurance and covered under the policy. An annual review is undertaken of all insurance arrangements and requirements. LTC is understood to be compliant with all insurance conditions. Insurance cover reviewed annually	Asset Valuations undertaken in 2024. Need to be reviewed in 2026.	RFO / Deputy Clerk
Assets							
	Ownership not properly documented	1	2	L	Asset Register in place with any changes through additions and	Review asset register annually.	Deputy Clerk

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
					disposals updated on an ad hoc basis. This is presented to the Council at the first Full Council meeting after the Annual Council.	Ensure fixed asset purchases and disposals are monitored on the asset register. Resolve seafront toilet lease.	SAC Committee
	Inadequate maintenance of buildings, amenities or equipment	2	2	M	All premises are maintained within the approved budget. Planned programmed maintenance in place. Checks take place and are recorded. Maintenance is undertaken in-house where possible and external contractors when required.		Deputy Clerk SAC Committee
	Inadequate security of	2	2	M	Some buildings covered by security devices.	Continue to review CCTV coverage.	Deputy Clerk

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
	buildings, amenities or equipment				Main Council office requires codes and fobs to enter. Fire alarm and fire equipment. Weekly fire alarm test and equipment inspected.		SAC Committee
Devolution receipt of Assets	Increase in costs or failure to deliver existing services.	3	1	M	Any increase in service provision is subject to a business case being presented to Council and adequate funds being available. The business case must consider the sustainability of the service provision.	Continue to review reserves and ensure sufficient funds are held for potential devolution.	Clerk, RFO Full Council
Liabilities							
	Risk of damage to third party property or individuals/legal liability	3	2	M	Public liability insurance in place covering personal accident liability for employees and Councillors. High risk areas – toilets checked regularly. Risk assessments in place for specific activities e.g. working at	Ensure employees complete relevant training courses.	Clerk, Deputy Clerk

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
					height and for specific events. All contractors are required to provide RAMS for their work on Council Services and property.		
Employer Liability	Risk of not complying with employment law	3	1	M	Staff and Councillors suitably advised by South West Councils. Staffing Committee have access to training program on employer requirements and the law. All staff have clear terms and conditions and contract of employment. Staffing policies are in place and subject to regular review. Job evaluation completed in 2024 and pay and grading structure in place.		Clerk
	Failure to comply with Health and	4	1	M	Policies and procedures are documented and records maintained.	Consider contracting with H&S specialist to	Clerk / Deputy Clerk

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
	Safety regulations				Staff training in place and risk assessments completed. Management responsibilities are clearly defined.	undertake annual review	
	Staff and visitors do not feel safe or experience anti-social behaviour	2	3	M	Use of fobs to separate out areas of activity. Lone working policy in place. Library and Community Hub Staff have access to Cornwall Council training e.g. dealing with difficult customers. Cleaning and Maintenance team wear body cams		Clerk / Deputy Clerk
Legal Liability	Decisions are not lawful or not within legal powers	3	1	M	Clerk holds CILCA Full Council approved General Power of Competence. Standing orders are adhered to and reviewed annually. A scheme of delegation is in place.		Clerk

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
					Professional body memberships are maintained.		
	Proper and timely reporting via the minutes	1	1	L	Council and committees meet regularly. Contemporary minutes are recorded at each meeting. Minutes are distributed in a timely fashion and approved and signed at following meeting. Minutes are made available via the Council website.		Clerk
	Inadequate awareness or failure to comply with relevant legislation	4	1	M	Membership of CALC/NALC/SLCC and Southwest Councils ensures changes in legislation are understood and acted upon. All staff and Councillors are made aware of GDPR and Data protection and its application to Council business.	Document retention Policy needs to be developed	Clerk

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
					<p>Relevant staff and Councillors undertake appropriate training.</p> <p>A data protection officer is nominated and monitors the Councils activities</p>	Clerk is the data protection officer	
Staffing							
	Inadequate staffing	2	2	M	<p>Ensure teams are multi-skilled to cover staff absences.</p> <p>Support flexible and home working when appropriate.</p> <p>Volunteering opportunities enhance services.</p>	<p>Ensure office staff are trained to provide cover for library team. New Finance Officer post for 2026 to support RFO.</p>	Clerk / Deputy Clerk / RFO
	Loss of key skills and knowledge, loss of critical staff	2	3	M	<p>Regular arrangements for 121s and Management team meetings</p> <p>Staff appraisals Training and Development plan Senior staff minimum notice period of 2 months</p>	<p>Succession planning</p> <p>Apprentice for Maintenance 2026. Complete documentation of systems and procedures</p>	<p>Clerk</p> <p>Staffing Committee</p>

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
					IT protocols retain all staff mailboxes and ensure electronic records are retained. Budget contingencies to allow interim arrangements for senior staff. Exit interviews		
Councillor and Staff Propriety							
Councillor	Poor Councillor conduct damages the reputation of the Council	3	2	M	All new Councillors attend induction training. Register of interests completed and Councillors commit to abiding by the Council's Code of Conduct. Anti-fraud and Corruption Policy and Whistleblowing policy adopted.		Clerk Councillors
Frontline staff	Poor conduct damages the reputation of the Council	2	2	M	Staff training, appraisals, 1 to 1's, disciplinary procedures	Staff asked to Complete the Equality and Diversity training	Deputy Clerk/Maintenance Supervisor.
Legitimacy of Decision Making							
	Public consideration that their views are not	3	2	M	Meetings are publicised on notice boards and website	New Strategic Plan 2026-29 approved	Clerk Full Council

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
	considered when the Council is making decisions.				Public participation in meetings included on all agendas	<p>This includes community consultation.</p> <p>Review advice for members of the public attending a meeting.</p> <p>Consider introducing Councillor surgeries/Councillor neighbourhood areas to encourage flow of information and ideas exchange.</p>	
IT Risk							
IT Assets	Hardware such as laptops, mobile phone, printers & routers.	1	2	L	Staff training, IT Policy. Councillors are not provided with any equipment.	Encourage staff to look after equipment supplied by the Council. Ensure compliance to IT Policy.	All staff

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
	CCTV is accessed by staff inappropriately or accessed remotely by persons unknown.	3	1	M	CCTV recording devices are located in locked offices/storage areas with limited access. Remote access via phone or IPAD. Strong passwords & biometric security set by supplier and Deputy Clerk.	Continue to review IT, surveillance & data Protection along with privacy policies.	Clerk/Deputy Clerk
	Software	3	1	M	ESET security in place. Cloud based system is backed up. Hardware storage is physically secured via a mechanical lock. Sage accounts and payroll regularly backed up. Personal staff data is only accessible by Clerk, Deputy Clerk & RFO.	Perform a full IT audit. Professional advice from our IT contractor.	Clerk/Deputy Clerk & RFO
	Threats from viruses, phishing, ransomware Malicious software compromising our assets internal/external	3	1	M	All laptops are protected with ESET smart security which includes firewall and threat protection against known and emerging online security risks. Staff are aware of how to identify scam threats and consult our IT contractor.	Multi-factor authentication for all accounts. Portable USB drives kept to a minimum.	

Risk Area	Risk	Impact	Likelihood	Level of Risk	Management of Risk	Action	Responsibility
	Vulnerabilities: weak passwords, repeat passwords, Hardware loss	3	1	M	Staff encouraged to create strong passwords that are not used on personal devices. Laptops removed from the office should be kept physically secure and password protected. Work mobile phones should Be password protected.	Remind staff about the importance of strong passwords and their responsibilities to keep devices secure. Staff and Councillors should complete a Cyber security certification program.	Clerk, Deputy Clerk & RFO

Looe Town Council

Draft Biodiversity Policy

Draft: 15th April 2026

1. Introduction

- a. Looe Town Council has a responsibility to ensure that it is reducing its impact on the environment throughout its operations.
- b. The Looe Neighbourhood Plan also includes policies to protect the environment and increase biodiversity, including Section 6 (page 25) titled “Tackling the Impacts and Causes of the Climate Emergency”. It is also positioned within the South Coast East section of the Cornish National Landscape and the ‘Zone of Influence’ of the Tamar Estuaries Complex Special Protection Area and the Plymouth Sound and Estuaries Special Area of Conservation.
- c. This policy will provide information on ways to better protect nature, reduce waste and increase sustainability.
- d. Overall, this policy recognises that although some of Looe Town Council’s activities may have an adverse effect on the environment, it will take steps to mitigate and minimise those effects as a healthy environment is at the heart of the wellbeing of our community.
- e. The Council will comply with and where possible, exceed all environmental regulations, laws and codes of practice.

2. Aims of the Policy

- a. To provide guidance and information on steps Councillors and staff can take to reduce the impact of their activities on the environment.
- b. To promote the need for sound environmental practice within the town for the benefit of all.
- c. To support the community’s efforts in protecting the environment, promoting sustainability and increasing biodiversity.

3. Biodiversity

- a. Encourage the conservation of trees, hedgerows, waterways and other habitats throughout the parish.
- b. Encourage new planting of trees, hedges and other native plants wherever possible.
- c. Manage Council assets in a way that protects and increases biodiversity.
- d. To not cut, or allow to be cut, trees or hedges or other areas during the nesting season (April to September) to protect nesting birds and their chicks.
- e. Consider installing swift bricks on Council owned buildings and promote swift bricks to other building owners in the town.
- f. Consider installing bat boxes, hedgehog houses, bug hotels and other wildlife habitat additions to Council owned premises and promote them to other land and building owners in the town.
- g. Introduce wildlife-friendly planting and features where possible, including leaving some areas uncultivated for pollinators. Adopt ‘No Mow May’ where applicable.
- h. Reduce and ultimately eliminate the use of pesticides on Town Council assets (with the exception of use for the control of Schedule 9 plants under the Wildlife

and Countryside Act 1981, such as Japanese Knotweed, or where it is used to reduce material risks to asset integrity.).

- i. To consider developing a local nature recovery strategy.

4. Community

- a. Promote awareness of environmental and sustainability issues within the community and encourage action where possible.
- b. Partner with local groups and charities to deliver environmental engagement events for better awareness of environmental issues in the community.
- c. Ensure all suppliers and contractors are aware of Looe Town Council's Biodiversity Policy and request they align with the aims.

Looe Town Council

Draft Community Engagement Policy

V1 15th April 2026

1. The objectives of this policy are to:

- 1.1. Encourage effective local community engagement;
- 1.2. Ensure that embedded throughout the Council there is a clear understanding of the need to engage with communities about decisions that affect them;
- 1.3. Enable the aspirations/comments/suggestions etc obtained from community engagement to have an impact on decision-making and the way in which services are being delivered;
- 1.4. Identify how the Council can enhance its profile by improving engagement with the wider community (with specific reference to hard to reach groups).

2. The Council's Commitment to Community Engagement

- 2.1. Looe Town Council is committed to providing a voice for the people of Looe so their views can be represented and will engage with the local community in a proactive and meaningful way.

3. Community Engagement – An Overview

- 3.1. Community engagement means giving local people a voice and involving them in decisions which affect them and their community. This may include individuals, voluntary and community organisations as well as other public sector bodies.
- 3.2. Community engagement provides an opportunity for local people to talk to the Council about their aspirations and/or needs in their community and neighbourhood. It allows the Council to consult with and inform people about what services it provides, how its priorities and policies are determined and how well it is performing.
- 3.3. Consultation forms an integral part of community engagement. Without Consultation, addressing a particular need is not a data-driven process as there is no way of establishing what is required to address the problem. There are a wide range of consultation methods such as surveys, questionnaires and neighbourhood meetings.

4. Looe Town Council and Community Engagement

The Council currently facilitates community engagement in the following ways:

- Public Participation item on the agenda for each Full Council meeting. This provides an opportunity for local residents to make representations to the Council or ask questions about items on the agenda.
- Publishing contact details of all Council members on the website, and on a display within the Town Council office.
- Council representation on outside organisations.
- Contributing to community newsletters such as Looe Community News and sharing links on website and social media.
- Ensuring that agendas and minutes of Council and Committee meetings are available on the website or in hard copy on request.
- Publishing information about the precept calculation and plans for the coming year.

- Working with Looe Youth Council to ensure the voices of Looe's young people are heard and their concerns are acted upon.
- Publishing the Annual Report onto the website.
- Using simple surveys to seek public opinion.
- Informing members of the public of their Cornwall Council Councillors in order that they can be represented at unitary level.
- Press Releases provided to local newspapers and other media outlets to keep the general public informed of community events, Town Council projects and other matters as necessary.
- Posting of local news and events on the Council's Facebook page, including publishing each Council meeting as an 'event'.
- The Town Council selects a Member as its representative on the South East Cornwall Community Area Partnership.
- The Town Council offices are open for public enquiries during office hours.

5. Communication

Looe Town Council is committed to improving community engagement by:

- 5.1. Building on regular communication methods by, for example, introducing a regular email newsletter programme.
- 5.2. Amplifying notices about Council meetings to drive public participation, including widespread publicity for the Annual Parish Assembly.
- 5.3. Continuing all the above activities and improving relationships with community groups including developing measures to harness the views and opinions of people and groups who are sometimes missed out of community engagement activities.
- 5.4. Ensuring that any information published is clear, concise and widely available. This includes facilities for making information available in appropriate formats for people with visual impairments, learning disabilities, poor literacy or for those who require language translation.
- 5.5. Identifying and embracing opportunities to work with community groups.
- 5.6. Participating in local networks to share best practice of community engagement activities in other areas.
- 5.7. Publicising the positive results that have been achieved from working relationships between the Council and other community groups in order to encourage new relationships/partnerships to be formed.
- 5.8. Ensuring that appropriate evaluation is carried out following consultation exercises to ensure that lessons learned are carried forward.
- 5.9. Reviewing the Communications Strategy regularly.

6. Review

This policy will be reviewed regularly and amended as necessary to reflect best practice.



Author: Sam White
Committee: Full Council
Status: Public
Agenda Item: FC/25-26/177 Report on public realm improvement and reintroduction of weed treatment
Date: 15th April 2026

1. Background

- 1.1. Cornwall Council stopped weed management in 2013 but since then there has been a decline in standards and increasing complaints, narrowing footways, damaged surfaces and perceived reduced community pride.
- 1.2. Cornwall Highways & Environment Services have therefore directed Cormac to carry out the following on the adopted highway network:
 - 1.2.1. Targeted manual and mechanical weed removal on the very worst-affected estates (one per CAP)
 - 1.2.2. Carefully controlled, limited chemical (glyphosate) treatment only on the urban highway network where weeds are present, using modern Controlled Droplet Application methods to minimise quantity and footprint
 - 1.2.3. Improvements to amenity and environmental areas including enhanced cutting and better management of urban verges
 - 1.2.4. Partnership working with local councils and volunteers, supporting local pride and community involvement.

2. Opt in or opt out

- 2.1. Town and Parish Councils are being offered the option to opt out of chemical treatment of adopted highway in their area provided they can meet the required standards and protect asset integrity.
- 2.2. If the required standards are not met by non-chemical means, the Town or Parish Council will not be able to opt out the following year.
- 2.3. Please see the accompanying map for the areas to be treated in Looe. Both the red and green areas on the map are planned to be treated.

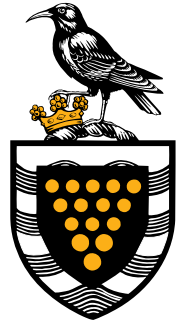
3. Options for Looe

- 3.1. **Option 1:** Looe Town Council chooses to opt out of the new programme and takes on the liability of maintaining the areas.
- 3.2. **Option 2:** Looe Town Council opts in to the new programme and allows glyphosate based weed treatment on the highway areas.
- 3.3. **Option 3:** Looe Town Council requests more time to make a decision so more research can be done into the effects of the chemicals and also so consultation can take place with other town and parish councils.

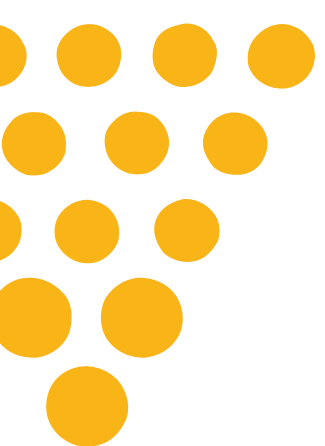
4. Recommendation

4.1. It is recommended that

4.1.1. Council resolves to select a preferred option to feedback to Cornwall Council



CORNWALL
COUNCIL
one and all • onen hag oll



Improving Maintenance of the Public Realm

All Member Briefing, 6 March 2026

Dan Rogerson, Portfolio Holder for Transport

Loic Rich, Portfolio Holder for Environment and Climate Change

Jon Mitchell, Environment Manager, Cornwall Council

Dan Evans, Acting Highway Asset Manager, Cornwall Council

Value of the Public Realm



“Every time I go out, I find myself more and more frustrated with the state of the roads and footpaths...”

“The overgrowth is narrowing the footpaths and the roads and nettles and thistles are growing into the small part of the paths that are left”

“The kids can't play, it's full of weeds ...



“the mood of the Estate has completely changed”

“people have started to tidy up their gardens and are making more of an effort”

“there's less litter and more pride”

“we are very grateful”

Current Condition of the Public Realm



What Level of Maintenance Currently Occurs on the Public Realm

- **Highways:** Currently no routine weed treatment aside from Schedule 9 plants (under the Wildlife & Countryside Act, 1981), such as Japanese Knotweed, reactive safety defects only
- **Environment:** Biodiversity-focused verge management since 2020/21, budget pressures have removed added value work
- **Waste:** Weed removal only in high-footfall Zone 1 areas; Clear detritus under the cleansing contract in zones 2 and 3 if below the required grade
- **Cornwall Housing:** Maintains housing-related public realm to similar standards as Environment
- **Third Parties:** Town/parish councils can manage weeds on estates independently



Background / Context

2013 - Stopped general highway weed treatment as a budget saving measure.

2016 - Stopped using glyphosate and neonicotinoids on all public-access land it owns/manages, except for controlling Schedule 9 invasive plants or preventing asset risk.

2018 - Review led to the Integrated Weed Management Plan and further policies (Environmental Growth Strategy, Pollinator Action Plan, Pesticide Guidance).

2019 - Climate Emergency declared

2021 - Ecological Emergency declared

2025 - Local Nature Recovery Strategy (2025) adopted

2026 - Nature Recovery Delivery Plan being developed to support national goals for 30% of land, rivers, and seas to be well-managed for nature by 2030.



Complaints – Cornwall Council & Cormac, 2022-25

...“Overgrown grass and weeds along pavements in Saltash make them single file only. Granddaughter in buggy scratched by brambles. Weeds are a disgrace. Why do we pay more council tax for less service?”

...“Shocked to see council workers today spraying poison (weed killer)... It’s a threat to children, dogs, and wildlife. I’d rather see weeds than have poison used to dampen them.”

Complaints – Cornwall Council & Cormac, 2022-25

- **Total complaints analysed = 1,952**
- **Related to weeds/defects, 2022 – 25 = 1,490**
- **Related to grass cutting Nov 2024 – Oct 2025 = 462**

Dominant themes:

- Maintenance standards (e.g. overgrowth, frequency of grounds maintenance) and safety concerns (e.g. risk of trip/fall, structural damage) make up the majority of complaints.
- Clear process in place to assess whether safety report triggers action.
- Complaints generally peak in spring and summer – particularly for maintenance standards and cleanliness.
- Urban residential housing estates identified as hotspots for weed growth/public realm complaints.

Council Priorities 2026-30

Public Realm helps deliver:

- **Strong, safe, vibrant communities with more decent and affordable homes** – where people feel connected, safe, supported and proud to live, with emphasis on **‘building strong communities through partnership’**
- **A clean, green Cornwall with healthy rivers and seas** – working together to recover nature, **create litter-free spaces that are well cared for and accessible to all, making communities feel proud of the public spaces around them,** with emphasis on **‘fostering community pride’**
- **Connected, safe, reliable roads and transport** – ensuring everyone can **travel safely,** with emphasis on **‘delivering safe and reliable roads’**



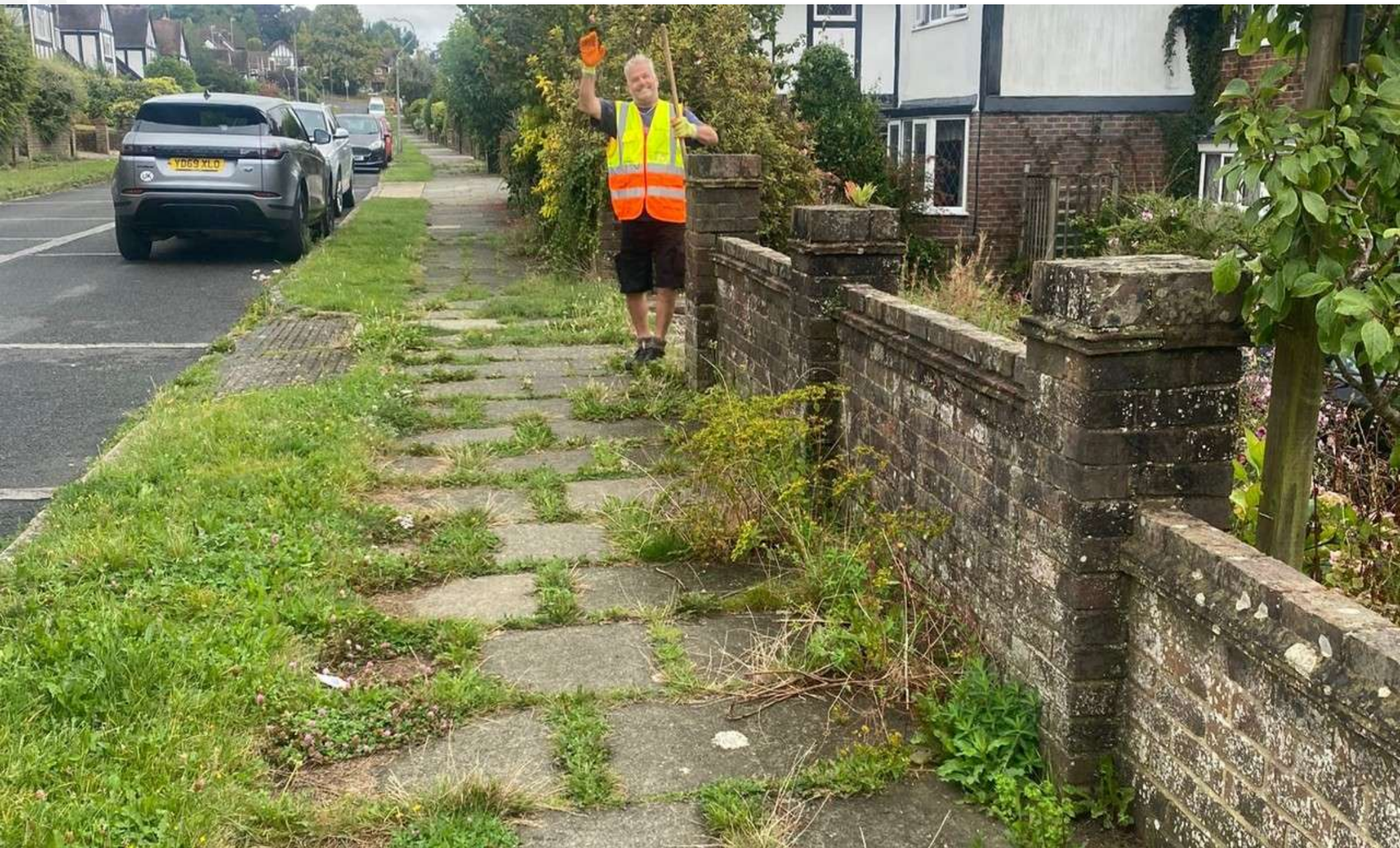
Cabinet Briefing- 8 September 2025

“...to bring forward costed options for public realm improvement, including different levels of ambition and associated investment, for consideration as part of the upcoming budget process.”



Benchmarking Research

Brighton and Hove City Council



Brighton and Hove City Council

Context:

- 2019 – Chemical usage stopped, 2024 – Glyphosate reintroduced due to network deterioration

Current Status:

- Recovery phase (estimated 3 years), focusing on hotspots & safety-critical areas

Treatment Programme:

- Controlled Droplet Application to reduce glyphosate concentration
- March-Sept: 3 treatments (considering reduction to 2)
- Advised higher initial concentration, then gradual reduction

Scale & Cost:

- Network: 456km linear highways vs CC's 1,737km urban highways network
- £300k chemical contract (covers approx. 70% of Brighton)

Partnerships:

- Opt-out scheme (40 streets); coordination/resource challenges

Next Steps:

- Trial alternatives (e.g., electric equipment), expand exclusion zones & reduce chemical reliance, Improve volunteer engagement

APSE/FHRG – Weed Control Information

Information from approximately 70 different Local Authorities (2018-2024)

Summary:

- Glyphosate use remains dominant (in highways/specific areas) – cost effective and reliable but environmental/ health/ regulatory concerns
- Alternatives trialled have higher costs, increased labour/energy requirements and reduced effectiveness for root kill.
- Mechanical solutions are effective on hard surfaces but have higher upfront cost, don't kill root and may damage areas weakened by weed growth.

Key insights:

- Adoption of an Integrated Weed Management approach.
- Ambition to phase out glyphosate gradually / phase in sustainable practices
- Improve public communication.
- Invest in research and innovation.

FHRG:

- Mirrors the APSE findings and places further emphasis on long-term concerns over use of glyphosate – legislative review scheduled for 2026.

Options Considered for Weed Removal



Powered Brush



Thermal Lance



Hot Water



Electricity



Acetic Acid/ Glyphosate

Advantages and disadvantages of three approaches to weed control on hard surfaces.

	Advantages	Disadvantages
Chemical	<ul style="list-style-type: none"> ○ Quick ○ Efficient ○ Cost effective ○ A fixed number of treatments per growing season ○ Fewer greenhouse gas emissions 	<ul style="list-style-type: none"> ○ Pesticide losses to the environment ○ Potential for herbicide resistance ○ Public perception of spraying chemicals
Integrated	<ul style="list-style-type: none"> ○ Reduced risks associated with pesticide use ○ Less pesticide PPE required 	<ul style="list-style-type: none"> ○ Increased greenhouse gas emissions ○ Monitoring required ○ Increased costs (x2)² ○ Increased no. of treatments (2-6)
Non-chemical	<ul style="list-style-type: none"> ○ Avoid the risks which may arise from pesticide use ○ No pesticide PPE required 	<ul style="list-style-type: none"> ○ Greater greenhouse gas emissions ○ Increased monitoring ○ Greater costs (x8)² ○ Persistent perennial weeds ○ Increased number of treatments (3-6)

Options Presented to Cabinet

Option A: Baseline Model – Keep things as they are

Retains current minimal standards with no extra investment, causing asset decline and rising public dissatisfaction.

Option B: Enhanced Environmental Care

Increases maintenance for amenity and biodiversity areas, additional cutting to amenity space, edging, and giving biodiversity areas a 'cared for' image.

Option C: Hotspot Manual Intervention

Targets 10-20 areas yearly using mechanical and manual means to clear areas of significant growth, the intention would then be for these areas to be chemically treated and swept.

Option D: Chemical Weed Treatment

Reintroduces chemical herbicides up to three times a year on the Highway network only to reduce weed growth for a short period to bring sites back to a good standard.

Option E: Comprehensive Recovery

Combines Options B-D method above for full network recovery and sustained maintenance.

Additional Actions

Valuing Local – Working with Communities:

- Enhance civic pride, support local delivery, expand volunteering.
- Coordinate town/parish contributions and explore co-investment.

Public Realm Actions:

- Promote Urban Verge Service Level Agreements and biodiversity-friendly cutting regimes.
- Volunteer training, Keep Cornwall Clean initiatives, exploring further devolution.

Feedback from DLT/CDT:

- Improve consistency across Cornwall Housing land.
- Support opt-out options for chemical use with agreed standards.
- Strengthen links with Community Wellbeing (graffiti, cleansing).





Cabinet Decision

To progress Option E and to deliver the additional actions

What does this mean?

Combine B, C, and D to recover the network and then maintain it. Along side this to work with volunteers and partner organisations to realise the best possible outcome for Cornwall.

Impact: High and long-lasting sustainable improvement.

Funding split (agreed over 3 years):

33% for Environment increased maintenance (Option B)

14% for Manual Removal of Weeds in Problem Areas (Option C)

53% for Highways chemical weed control (Option D)



How the Council plans to deliver Cabinet's requirement



1. Improvements to the Environment Assets

Amenity Enhancement/ Rewilding Urban Greenspace/ Verges

- Enhanced cutting on amenity areas.
- ‘Opportunity/ Positive’ outcome arising from lockdown...delivered fresh approach to urban verge management.
- Best practice from Making Space for Nature project.
- No cutting through spring/ summer reintroduce edging, sight lines & on-site infrastructure cutting.
- Change of machinery/ ‘cut & collect’ compared to ‘drop’ to improve appearance, reduce nutrients/ enhance biodiversity.



Workforce Development & Fleet Changes

- Operational team training with ecologists, empowering teams to make local decisions with communities.
- Further investment of specialist machinery to provide efficient, sustainable equipment using new technology.
- Review / expand MS4N towns where operating 'cut and collect'.
- 'Urban Rangers' to facilitate growth in volunteering and social prescribing.



300 to 400mm edging strips

Maintain clear sightlines

Mow around street furniture/ amenities

Undulating 'Scalloped' edges

Mow paths/ desire lines



2. Improvement to the Highway Asset

Targeted Treatment of Estates Mirroring Pilot



Pilot- Hallane Road & Trenarren, Treverbyn



Targeted Chemical Weed Treatment

This is not a return to blanket weed spraying.

- We will use a diluted glyphosate mix, this is widely used and HSE-approved for safe use on public highways and in amenity areas.
- This will be applied by Controlled Droplet Application (CDA).
- We will only treat within Urban limits (within reduced speed limits).
- We will not treat Zone 1 areas as they're managed by Biffa through the waste contract.
- We will not treat roads which are weed free.
- We will only treat areas of roads that have weeds present.
- Because of the above the quantity of glyphosate used will significantly reduced from 2013 volumes.
- There will be an opportunity for Town and Parish Councils to Opt Out.



When and How Will We Undertake Treatment

1st Application - May to June 2026

2nd Application - August to September 2026

- Exact dates and streets cannot be confirmed in advance due to weather, resources, and operational changes.
- Streets with no visible weeds will not be treated.
- The first application will follow the 2013 coverage maps; the second will be updated to reflect changes to Waste Zone 1 and newly adopted highways.
- Weeds will take several weeks to die and turn brown. The herbicide only affects green, actively growing weeds; new growth after treatment will not be affected.
- Once dead, weeds will dry, break down, and be removed by Biffa as part of routine street cleansing, coordinated with treatment cycles.



Opt-Out

- All Town and Parish Councils are opted in by default they may opt out through a formal process.
- Opting out of chemical treatment also means opting out of targeted estate treatments.
- Cornwall Council will contribute only the pro-rata chemical-treatment amount per km, and not the targeted-treatment funding.
- Contribution depends on the Town / Parish demonstrating they can meet equivalent service standards and protect asset integrity.
- Opted-out Councils must hold public liability insurance.
- Failure to meet the agreed standards means the Town / Parish cannot opt out the following year.
- Opt-out forms and details will be issued shortly via CAPs.

Summary

- Highways, Environment and Waste teams are working together to deliver coordinated public realm improvements.
- The Environment estate will see enhanced amenity cutting and improved natural wildflower areas.
- Volunteering and local ownership of site management will be encouraged.
- After reviewing all options, chemical treatment is the only practical way to deliver a consistent, affordable standard across the highway network.
- Only roads with visible weeds will be treated; weed-free roads will be skipped.
- We will not treat weeds in grass verges or shrub beds, and we will not use neonicotinoids.
- Town and Parish Councils may opt out and manage areas themselves if they can match the same non-chemical standard; the Council will review its own approach where this is demonstrated.
- Chemical use will be tightly controlled and limited to the initial recovery phase (expected to last at least three years).



Thank you / Meur ras

We welcome your questions or comments

Public Realm Improvement & Weed Management FAQ

Why are weeds a problem in the public realm?

- Weeds damage paved surfaces, allowing water penetration and long-term deterioration.
- They block drainage channels, increasing flooding risk.
- Overgrowth narrows footways and harms resident perception of care, safety, and amenity.

What is Cornwall Council legally required to do about weeds?

Cornwall Council must:

- Maintain safe and serviceable highways.
- Control noxious weeds under the Weeds Act 1959.
- Prevent spread of invasive species such as Japanese Knotweed under the Wildlife & Countryside Act 1981.

Didn't Full Council ban glyphosate in 2016? How can Cabinet now approve its use?

No—Full Council did not introduce an absolute ban. The 2016 motion required glyphosate use to cease *as funding for alternative treatments became available*, and this funding has never become available.

It also allowed continued use where needed to control Schedule 9 invasive plants **or** to reduce material risks to asset integrity.

Because unmanaged weed growth since 2013 is now causing kerb, drainage and footway deterioration, the targeted use of diluted glyphosate on the urban highway network is required to reduce material risks to asset integrity.

Why did routine weed treatment stop after 2013?

Routine highway weed spraying ceased in 2013 as a budget saving measure, not for ecological, legislative or safety reasons.

Why is chemical treatment being reintroduced now?

Cornwall Council's modern strategy complies with the 2016 decision while recognising operational realities:

- The proposal for targeted, minimal glyphosate use on highways is to reduce material risk to asset integrity.

- Benchmarking with 70 authorities shows no alternative is as cost effective for killing roots in hard surfaces.
- Manual methods alone cannot maintain 1,700+ km of urban highway after 13 years without treatment.
- Glyphosate approval remains in place nationally

Chemical use is intended to be tightly controlled, targeted only at visible weeds, and limited to the three-year recovery phase.

Why can't Cornwall Council just use non-chemical methods and avoid glyphosate entirely?

Extensive trials by Cornwall Council and benchmarking with around 70 other local authorities showed that non-chemical methods such as hot water, foam, acetic acid, powered brushes and electrical devices are significantly more expensive, often less effective at root-kill, and can cause infrastructure damage on weakened surfaces.

Non-chemical options alone cannot maintain Cornwall's 1,700+ km of urban network to the required standard. Chemical treatment is therefore required in a limited, targeted way alongside manual/mechanical clearance.

Is glyphosate safe to use in public spaces?

Cornwall Council will use a highly diluted glyphosate mixture (1:40) that is approved by the Health & Safety Executive (HSE) for use on public highways, amenity areas, private land and gardens.

Application is carried out using Controlled Droplet Application (CDA), which produces large droplets, minimises drift, and targets only the weeds growing in the kerbline and channel.

National regulatory approval for glyphosate remains meaning it continues to be assessed as safe for its permitted uses under UK law.

Cornwall Council does not and will not use neonicotinoids and does not plan to use glyphosate in grassed verges, planted areas, or wider greenspace except to prevent spread of invasive species such as Japanese Knotweed under the Wildlife & Countryside Act 1981.

Planned use will be limited, highly controlled, and restricted to hard-surface locations where weeds pose structural and safety risks.

Why will operators wear PPE if glyphosate is safe?

PPE is required because all herbicides—whether permitted, diluted, or low-toxicity—must be applied in line with product labels, HSE requirements, and best-practice safety procedures.

The PPE worn by staff protects them from:

- Accidental splashes during mixing, handling, or equipment maintenance.
- Prolonged contact when working at close range.
- Exposure during decanting or refilling, which carries higher concentration risk than the applied spray.

Cornwall Council's operators also use PPE because:

- The Council must comply with herbicide label instructions and operator-safety rules enforced nationally.
- All treatment is delivered by trained and certified staff using BASIS-advised methods, as required in the Council's own weed-treatment policies.

PPE is therefore a standard professional safety measure, not an indication that the public is at risk. It ensures compliance with legislation and protects staff who handle the product directly.

What treatment will be carried out?

- The treatment of urban highways only, and only where weeds are present.
- Excludes Zone 1 streets (waste contract) and excludes verges/landscaped areas.
- Two treatment windows: May–June and Aug–Sept.
- Manual/mechanical clearance on worst estates before chemical treatment.
- Application via Controlled Droplet Application (CDA) using diluted glyphosate.

How will chemical treatment be applied?

- Precise CDA low-drift method.
- Applied at 1:40 dilution, meeting the legal requirement of 25 ml active ingredient per litre of water.
- Only the kerb-to-channel hard surface is treated.
- This is not blanket spraying.

How much will treatment cost?

Based on two annual treatments across 1,515 km:

- Total annual estimated cost circa £520,000
- Equivalent to £343.45 per km per year.

What trial of purely mechanical treatment has been undertaken?

A trial was recently undertaken in Treverbyn Parish, St Austell this showed:

- Significant waste was generated - over 14 tonnes of waste removed.
- Manual works alone produce quick improvements but weeds rapidly regrow.
- Tap-root species require follow-up chemical treatment otherwise they quickly grow back.

What options were presented to Cabinet?

Cabinet asked for "costed options with different levels of ambition".

Options ranged from doing nothing to full recovery.

Cabinet selected the comprehensive recovery option, combining enhanced maintenance, hotspot manual removal, and targeted chemical treatment.

How does the opt-out scheme for Town & Parish Councils work?

T&PCs are opted in by default, but may opt out if they can:

- Maintain equal or better standards than the Council.
- Prevent asset deterioration and keep kerb lines clear.
- Handle all weed-related complaints.
- Provide a full-season delivery plan and maps.
- Hold appropriate public liability insurance.

Opting out also means losing access to targeted estate-clearance work.

How much funding will opt-out councils receive?

Only the pro-rata chemical-treatment value (approx. £343.45/km/year) is contributed, and only if a plan is in place to deliver equivalent standards to the Council. No additional labour, manual-clearance or waste collection funding is provided.

What happens if an opted-out council cannot maintain standards?

The Council will offer support.

If standards are still not met, the opt-out is withdrawn for the next season and the area returns to the Council programme.

How are noxious and invasive weeds treated?

- Japanese Knotweed and Schedule 9 species continue under multi-year specialist programmes, with controlled-waste requirements.
- BASIS-qualified adviser involved for method selection and compliance.

How does this policy support environmental commitments?

This policy will:

- Continue biodiversity-focused verge management and supports the Local Nature Recovery Strategy.
- Chemical use remains minimal, targeted, and time-limited.

How will residents benefit?

Residents can expect:

- Clearer, safer footways and kerb lines.
- Improved drainage performance.
- Better appearance and community pride.
- More consistent standards across the network.

How will you ensure chemical use is kept to a minimum?

Chemical treatment is restricted to:

- urban highways only,
- reduced-speed areas,
- locations where weeds are actually present,
- two tightly controlled windows per year,
- application via low-drift Controlled Droplet Application (CDA). There is no blanket spraying, and untreated/weed-free roads are skipped entirely.

Will residents see dead brown weeds left in place for long periods?

After treatment, weeds die back over several weeks. Their removal is coordinated with Biffa through routine street cleansing cycles to avoid unsightly detritus. Timing is aligned so that cleansing follows treatment runs.

Are there any risks to children, pets, or wildlife from the diluted glyphosate solution?

When used correctly, the risk to children, pets, and wildlife is very low.

Cornwall Council will use an HSE-approved glyphosate product at a highly diluted 1:40 ratio and apply it using Controlled Droplet Application (CDA), which produces large droplets and minimises spray drift.

Treatment is targeted only to kerb lines and hard surfaces where weeds are present.

Glyphosate continues to have national regulatory approval, and its use is tightly controlled under UK law to ensure it is applied safely and in a way that reduces exposure to people and animals.

Who decides which streets get treated?

Route selection is based on:

- the 2013 network maps (for the first application),
 - updates for newly adopted roads and Waste Zone 1 boundaries (for the second application),
 - visual inspection confirming weed presence.
- Weed-free roads are *not* treated.

How long will the recovery phase last?

The recovery phase is expected to take a minimum of three years, after which weed growth should be at a manageable baseline for ongoing non-chemical maintenance.

What happens if weather conditions prevent scheduled treatment?

Exact dates cannot be guaranteed in advance because herbicide requires dry, still conditions with appropriate drying time. Treatments may be adjusted or rescheduled to ensure legal and safe application.

Why can't Town or Parish Councils opt out of only *some* streets?

Opt-outs must be for whole areas, not individual streets, to ensure consistent asset protection, clear responsibility, and enforceable performance monitoring. Partial or street-by-street opt-outs introduce safety, liability, and inspection challenges.

How does this link to the Local Nature Recovery Strategy and pollinator commitments?

Chemical use remains minimal and targeted, only on hard surfaces where weeds pose structural or safety risks. The programme sits alongside biodiversity-focused verge management, "cut and collect" operations, and the Pollinator Action Plan endorsed since 2016. No use of neonicotinoids is planned and the impact on flowering weeds and therefore pollinators will be minimal and should be more than offset through the improved environmental maintenance.

How will the public be kept informed?

Public-facing communication will explain:

- treatment windows,
- what to expect visually,
- why some roads are skipped,
- how dead weeds will be removed,
- options for Town and Parish Councils to opt out.

This supports transparency and helps manage expectations.

Public Realm Improvement and Re-introduction of Weed Treatment

Opt-out Form

We _____ Parish / Town Council wish to opt out of Cornwall Councils public realm improvement and re-introduction of weed treatment provision.

This decision was made by _____ (name & position)

on _____ (date)

with delegated authority to do so by _____ Parish / Town Council

Signed _____ Clerk to _____ Parish /Town Council

Note: Opt-out forms must be received by Cornwall Council Community Link Officers by midday 20th April 2026. However, if meeting this deadline is not possible because you will not be able to consider this at a council meeting before this date, please can you let your CLO know the earliest you will be able to make a decision, Cornwall Council will confirm if this can be accommodated.

Opt-out Guidance for Town and Parish Councils

1. What's happening?

Cornwall Council's Cabinet has instructed the Highways and Environment Service to improve weed management and the overall condition of the public realm. Over the next three years, our contractor, Cormac Solutions Ltd, will deliver a recovery programme that includes:

- Spot mechanical or hand clearance in areas with significant weed growth
- Enhanced environmental maintenance to better manage urban green spaces within housing developments
- Targeted, carefully controlled chemical treatment on urban highways only, and only where weeds are present

Further details are provided in the enclosed Member Briefing and FAQ document.

All town and parish councils are 'opted in' by default unless an opt-out application is submitted.

2. Can we opt out of Cornwall Council's treatment programme?

Yes — but only for whole parish areas and where a town or parish council can demonstrate that it can maintain standards equivalent to or better than those planned by Cornwall Council.

Councils choosing to opt out will need to enter into an agreement similar to existing grass-cutting agreements.

Please note opting out of chemical treatment also means opting out of the proposed spot mechanical clearance & enhanced environmental maintenance.

3. Will funding be provided if we opt out?

Cornwall Council will provide funding equivalent to the cost of chemical treatment that would otherwise have been applied locally — provided the Town or Parish council demonstrates through the application process that it will deliver an equivalent level of treatment and customer complaint management.

For 2026/27, the expected contribution is £343.45 per km.

Additional costs, such as increased manual clearance, must be funded by the Town or Parish Council.

Please note that if councils intend to deliver a lower standard than Cornwall Council (2 effective treatments per year and arising waste collected) they will not receive funding.

4. How do we apply to opt out?

We recognise that time is limited ahead of the planned start date. For this reason, we propose an initial notification with a temporary hold, followed by a formal agreement process.

Initial notification – due by 20th April 2026: submitting the enclosed opt-out form by this date will place a temporary hold on Cornwall Council carrying out treatment in your area.

Formal agreement – due by 20th May 2026: to confirm the opt-out for the 2026/27 financial year, councils must submit an operational plan by this date including:

- a marked-up plan showing streets that will be maintained by the Town/Parish
- proposed method(s) of treatment
- expected frequency of visits – minimum of 2
- how weed-related complaints will be managed
- how promptly issues will be addressed
- evidence of trained staff or contractors
- appropriate insurance
- details of safe working procedures

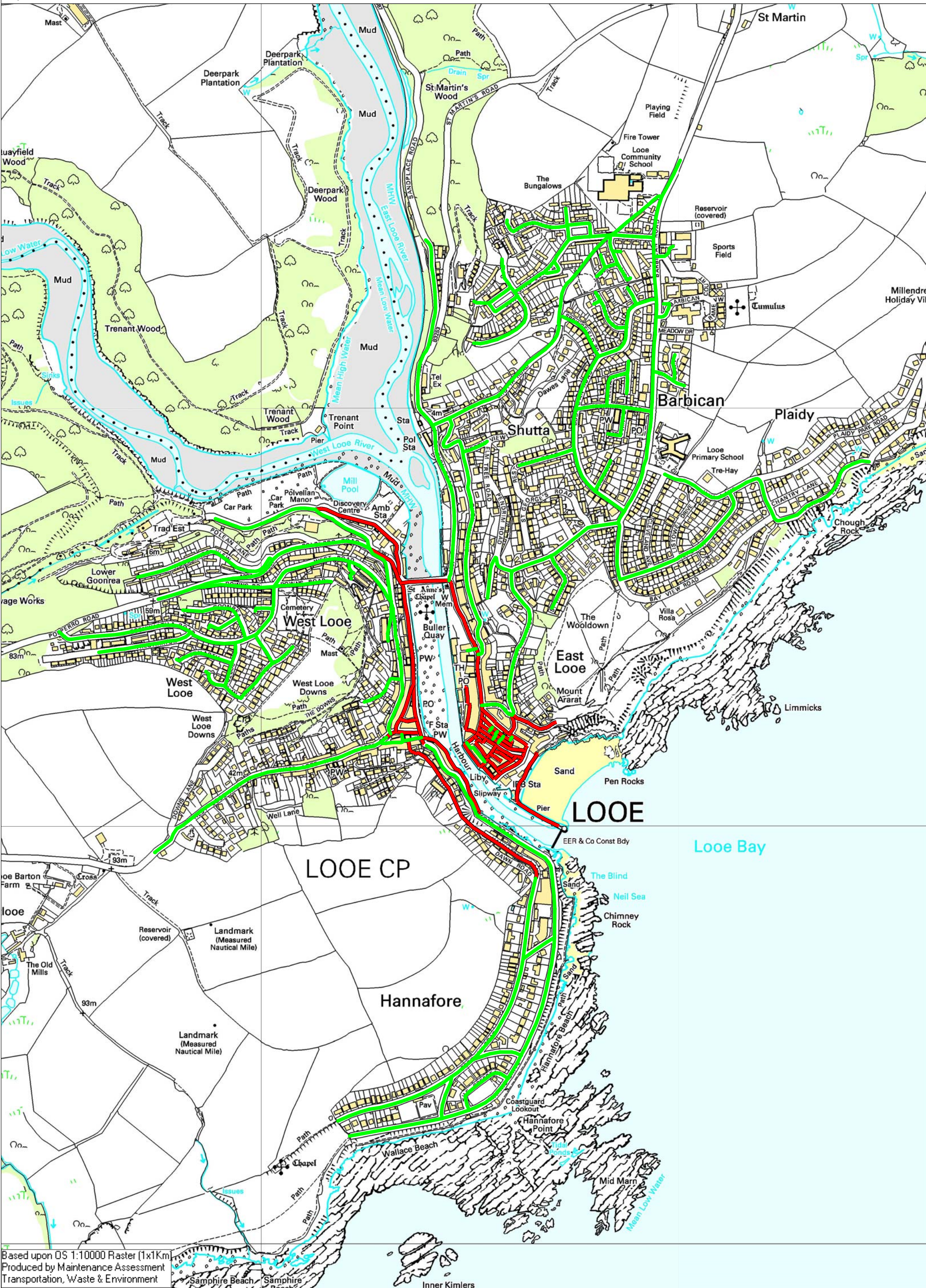
Submitting this information will extend the temporary hold while both parties work to finalise the agreement.

Following review, we will draft the formal opt-out agreement. An example draft is attached, though still subject to legal review. Once signed, the agreement will apply to the full financial year.

5. What if we cannot deliver what we are committed to?

We will work with councils to help improve performance where needed.

However, if standards fall below the agreed level and do not improve despite support, the opt-out will be withdrawn for the following season and the area will return to Cornwall Council's treatment programme.



Based upon OS 1:10000 Raster (1x1Km)
 Produced by Maintenance Assessment
 Transportation, Waste & Environment

Scale 1:8000

0 300m.

Based upon OS 1:10000 Raster (1x1Km) © Crown copyright and database rights 2013 Ordnance Survey 100049047.





Author:	Sam White
Committee:	Full Council
Status	Public
Agenda Item	FC/25-26/178 Report on the Cornwall Cultural Strategy consultation
Date:	15th April 2026

1. Background

- 1.1. Members will recall that information about the Cornwall Cultural Strategy consultation was recently circulated.
- 1.2. Cornwall Cultural Strategy is a 10-year plan to strengthen culture and creative industries in Cornwall. Its vision is to use creativity to boost the economy, improve communities, and support health and wellbeing. The aim is to showcase the strengths of culture in Cornwall, to maximise impact through working together, and to grow the sector by attracting more investment.
- 1.3. The consultation closes on 24th April 2026.

2. Consultation

- 2.1. The consultation is currently open and closes on 24th April 2026.
- 2.2. Responses can be made by individuals or organisations
- 2.3. The Cultural Strategy document and link to the consultation is on Let's Talk Cornwall: [Cornwall Cultural Strategy 2026-2036 | Let's Talk Cornwall](#)

3. Recommendation

- 3.1. It is recommended that
 - 3.1.1. That this report is noted.



**CORNWALL
COUNCIL**

one and all • onen hag oll

Cornwall Cultural Strategy

Strateji Gonisogeth Kernow

2026 – 2036

Cornwall – a Cultural Nation

Delivering quality, enjoyment, prosperity and wellbeing for Cornwall through culture and creativity.

Portfolio Holder's Introduction

Cornwall's culture is our superpower. This Strategy sets our route to 2036 – making culture part of everyday life, growing our creative economy, and celebrating the unique identity of our places. It connects five clear ambitions directly to Cornwall Council's priorities so partners and communities can see how everything fits together – and how to get involved.

Cornwall is extraordinary: a land shaped by centuries of heritage, alive with a proud cultural identity and breathtaking natural beauty. From our Celtic roots and the Cornish language to a mining legacy admired across the globe, our story is one of resilience, creativity and community spirit. Our traditions, festivals and shared sense of belonging bring this story to life every day.

Together, we celebrate the people, culture and identity that make Cornwall a place like no other – and invite everyone to be part of this vibrant journey.

Our vision is simple:

'Delivering quality, enjoyment, prosperity and wellbeing for Cornwall through culture and creativity'.

Every person should have the opportunity to engage with culture; our towns and villages should have vibrant community life; and our creative industries should thrive, providing fulfilling jobs and contributing to Cornwall's economy.

Cllr Sarah Preece

Portfolio holder for Tourism, Localism and Planning

Klr Sarah Preece

Synsyas Plegell rag Tornyaseth, Leelieth ha Towlenna

Why Culture Matters

Cornwall is recognised for its distinctive landscape, rich storytelling traditions and unique heritage. We will build on this reputation by positioning Cornwall as a leading place for creativity and innovation – where culture is embedded in everyday life and accessible to all.

Culture forms one of four pillars that tells our Nation's story :



It tells the story of a cultural nation from Lamorna to Launceston, from Padstow to Par. It builds upon our national assets through to our home-grown folk history and grass roots sector, ensuring there is an offer for everyone and that our creative sector can grow, develop and thrive.

By telling our Nation's story, and through our strategic overview, we will demonstrate how we can make a strong offer that extends beyond the reach of Cornwall itself. Cornwall is recognised across the UK and internationally as a growing cluster of creative innovation and excellence.

How culture supports Cornwall Council's *six* priority outcomes

Council Priority	How Culture Contributes
A safe and vibrant community with more decent and affordable homes	Culture builds belonging and civic pride, activates town centres and supports vibrant community life.
A clean, green Cornwall with healthy rivers and seas	Cultural organisations are working to lower their carbon footprint and through low carbon creative events inspiring others to change behaviour.
A resilient economy creating growth and jobs	Creative industries provide training and work for local people, create new business opportunities and attract investment.
A caring place for families where children build a bright future	Creative activities and learning build confidence and skills from early years to adulthood.
Supporting people to live healthy and dignified lives	Creative health and social prescribing activities improve wellbeing and can reduce demand on health services.
Connected, safe and reliable roads and transport	Culture supports access to local activities and events and provides accessible resources and services online.



LEFT: PAR teeë PART 4
© Steve Tanner

RIGHT: Woodland Wonder,
intoBodmin



Priorities and Ambitions

We are embracing a bold future that places sustainability and innovation at its core, while empowering creativity in every community. By prioritising inclusive opportunities and under-represented voices, we will shape a resilient, dynamic cultural landscape that impacts across the UK and beyond.



THE HERDS: Pupils practicing parading the puppet

Our vision is underpinned by four priorities:

PEOPLE



PLACES



PARTNERSHIP



PROSPERITY

Every person in Cornwall has the opportunity to participate in and enjoy culture and creativity, finding enjoyment, confidence + connection.

Our city, towns and parishes have vibrant cultural and heritage offerings, enhancing our communities and connecting people to the uniqueness of Cornwall.

Building cross-sectoral partnerships and unlocking funds to address community needs, enhance wellbeing and improve quality of life.

Cultural businesses, creative practitioners and freelancers have the conditions to thrive, creating jobs, re-energising towns and contributing to the Cornish economy.

The Strategy is structured around five Ambitions which reflect the different roles of culture and creative industries. Culture and creativity is for everyone. It can be things that are part of the community such as our festivals or clubs, or larger events where we can see amazing performers or spectacles. But culture is also important for the chance for people to learn skills, get work, start a business or even improve the place where they live. And for Cornwall, our culture and heritage is an expression of our confidence and distinctiveness as the UK's Fifth Nation.

Cultural organisations and creative industries will be meeting one or several of these ambitions all at the same time and people in the sector work incredibly hard for our communities. By working in partnership, we can increase opportunities for everyone while building up a strong and resilient creative sector that showcases Cornwall to the rest of the world.

Our Five Ambitions



- 1 **Joining In**
- 2 **Supporting People**
- 3 **Growing Our Economy**
- 4 **Improving Our Places**
- 5 **Celebrating Cornwall**

Fireside in St Michael's Church, Newquay. Emma Mac Photography

Ambition 1: Joining In

What this means

Everyone in Cornwall should be able to access and enjoy culture, regardless of who they are or where they live. The Council will work with partners to reduce barriers, widen participation, and create inclusive, high-quality cultural opportunities for all communities.

What we will do

1. **Encourage exciting, diverse culture for everyone.**
We want Cornwall to be known for its cultural excellence and diversity — showcasing local talent alongside exciting touring work. We will support a lively year-round programme, including large-scale events that celebrate Cornwall's unique identity and attract people from all backgrounds. We will support organisations in providing a programme of events and activities through the Cornwall Council Culture and Creative Investment Programme and we will advocate and support cultural organisations in seeking investment and encourage a broader base of funding, for example, philanthropy and business investment.
2. **Make sure culture includes everyone.**
We recognise that barriers such as affordability, transport, access and lack of representation can prevent some people from taking part. We will champion inclusion and equity, promoting best practice in diversity and accessibility, and working with specific communities to ensure culture reflects all voices. We will work with partners to improve physical access in venues, address sensory and cultural needs, and help create welcoming, trusted spaces where people feel they belong.
3. **Bring people together and support wellbeing.**
Taking part in culture and creative activities is a good way to meet people and be a part of the community. For all of us, this boosts our sense of well-being and contributes to healthy lifestyles. This preventative approach helps individuals and helps manage demand on more acute services. We recognise the vital role of community festivals, local arts groups, and clubs in shaping social life and building resilient communities. We will extend provision of creative health opportunities through the CloS Creative Health and Well-Being Partnership and we will work with partners to improve the evidence base for culture's social value.

Key Facts

Cornwall Council's Culture and Creative Investment Programme supports

19
cultural organisations across Cornwall.

Through this programme in 2024/25:

1 million+
total live audience

65,000+
participants in performances, activities and classes

15,000+
people from under-represented groups took part

3,633
paid opportunities were provided for artists and performers

3,000+
volunteers helped support the work

This programme is just a fraction of Cornwall's cultural activity in the community.

Ambition 2: Supporting People

What this means

Cornwall's creative future depends on its people — their talent, energy, and imagination. Supporting people means investing in the full creative journey: from early inspiration in schools, through building confidence at events, to finding work and training. Skills England predicts that creative industries will be one of the fastest-growing sectors up to 2030 and prioritises creativity for skills development.

What we will do

1. Inspire creativity in education

We will champion creative learning as a foundation for curiosity, confidence and aspiration. We will support partners to provide creative experiences and cultural visits for schools and young people, encourage uptake of creative GCSEs, and support national curriculum reform to strengthen creativity in schools. We will develop Curriculum Kernewek to link 'National Curriculum in England' subjects with Cornwall's culture and heritage, and improve access to creative work experience and apprenticeships.

2. Strengthen pathways through further and higher education

Further and Higher Education are vital for developing expertise and leadership. We will work with FE and HE partners to create clear career pathways, lifelong learning opportunities, and new training routes that build advanced and specialist skills for the creative economy.

3. Open access to creative careers

We will ensure that everyone can access information and opportunities to start a creative career. We will work with the Careers Hub and Cornwall Opportunities to provide clear, engaging creative careers information and partner with the Skills Team to expand apprenticeships and early-career opportunities for the creative sector where current provision is limited.

4. Support growth and development

We will collaborate with the Growth Hub to strengthen business and planning skills in the sector. We will work with partners to develop sector-specific support such as Creative Kernow Associates to provide mentoring and networking. We recognise the value of expertise within the sector and the potential to train others, and we will work with national organisations such as Creative UK to improve investment readiness and long-term sustainability.

Key Facts

£700k

Innovate UK funding to 10 businesses in Cornwall in 2022/3

1000+

freelancers are members of Creative Kernow Associates

80+

businesses from Falmouth University's Launchpad programme

61

businesses supported by Create Growth Devon & Cornwall programme to increase turnover and develop new products



Miracle Theatre Twelfth Night 2025 at The Buttermarket, Redruth

Ambition 3: Growing Our Economy

What this means

Cornwall's creative economy is a broad ecosystem that nurtures talent, attracts investment, and delivers long-term value. The creative industries work across sectors, from manufacturing to the visitor economy, and Cornwall's strong creative sector is well placed to contribute to this fast-growing UK industry. Creative industries add an estimated £124bn to the UK economy each year and the UK Creative Industry Sector Plan is part of the Government's Industrial Strategy.

What we will do

1. Provide opportunities for networking and support

65% of Cornwall's creative sector are freelancers so connection and collaboration are essential. Stronger networks are developing through Creative Kernow Associates and sector-wide events, and collaboration across disciplines sparks new partnerships. Business support is needed to focus on resilience, digital skills, and export readiness.

2. Identify access to funding

Creative organisations are having to develop sustainable business models, diversify income and retain value. Sponsorship, philanthropy and commissioning by other sectors can also provide income. We will seek to unlock investment and improve access to advice on investment readiness. Shared approaches to commercialisation and managing IP are needed to maximise benefit from creative work.

3. Provide workspace and infrastructure

Access to affordable, flexible workspaces is vital. We will develop planning policies that integrate creative space in regeneration projects, require the provision of flexible workspace, and protect existing facilities. We will support development of creative hubs and co-working spaces and safeguard existing creative infrastructure.

4. Support research, innovation, and development

Cornwall has always been a centre of innovation and investing in research fuels growth. We will work with the Creative Industries Sector Body, HE and FE to encourage innovation and support experimentation. We will support the HE sector in developing a Creative Cluster initiative to secure investment in creative R&D.

5. Collate evidence and share insights

We will maintain the Creative Census to monitor employment and collaborate with the universities to research the sector and identify opportunities for innovation. We will improve evidence of the social impacts of culture and share insights to support small businesses.

Key Facts

£291m

GVA contribution to the Cornish economy

7,350

people work in the creative sector in Cornwall

1,175

creative industries companies in Cornwall – mainly SME's

Source: Cornwall & Isles of Scilly Good Growth Plan

Key creative subsectors in Cornwall are:

Film, TV, Video, Radio and Photography

Music, Performing, and Visual Arts

Museums, galleries, libraries

Design: product, graphic and fashion

The War of the Worlds, Truro Cathedral, October 2025.
Dan Weatherly



Ambition 4: Improving Our Places

What this means

Culture in Cornwall is deeply rooted in our landscapes, towns, industries and communities. Culture and heritage have the power to lead regeneration of our towns.

What we will do

1. Place-based culture

Cornwall has a unique heritage of outdoor performance from the times of 'Plen an gwari' that has carried through to outdoor events today. Cornwall has inspired music, art, theatre and film that is known around the world. Key actions include delivering the Cornwall Events Strategy to support community festivals and major events, and backing initiatives such as Town of Culture, Flamm and FEAST to celebrate our culture and traditions. We will also work with partnerships such as Cornwall National Landscape and Cornwall & West Devon Mining Landscape World Heritage Site to commission creative work across the Duchy.

2. Clusters, networks and momentum

Cultural and heritage organisations play a leading role in town regeneration and cultural assets will be protected and reused through the Valuing Local approach. Collaboration makes best use of skills and resource, and even informal local networks can help partners work together. Town and parish councils will be encouraged to take a lead on cultural programming, event management, coordinating local assets and sharing good practice. Targeted investment and advice will prioritise areas with fewer cultural assets and higher levels of deprivation.

3. Facilities and cultural infrastructure

Venues, museums, theatres and community spaces are important landmarks and are key to thriving community life, but this infrastructure is hard to sustain in a region of scattered towns and villages. Twenty-eight cultural buildings were upgraded through SPF and Town Deals, and these schemes have a variety of business models to sustain them. We will work with these partners to maximise impact and share good practice. The Cornwall Council/ Museum SW Museum Development Service provides support to the museum sector and a new museums strategy will guide the sustainable management of Cornwall's 80 museums and encourage innovation.

4. Regeneration, conservation and development

Cultural investment and creative activity are strong drivers of town-centre regeneration, attracting footfall and using empty shops. Policies in the Local Plan will promote mixed-use developments that include cultural space, creative workspace and use of the Community Infrastructure Levy (CIL) to fund cultural facilities in growing communities. Our built heritage will be conserved through the Strategy for Cornwall's Historic Environment (2022-2030) and the work of Bord Ertach Kernow.

Key Facts

Creative clusters in:

Falmouth, Penzance,
Redruth and Truro

Emerging clusters in:

Bodmin, Camborne,
Liskeard, Newquay and
St.Austell

80

museums

50+

venues

300,000+

people go to Hall for
Cornwall each year

240,000

people visit Tate St Ives
every year

200,000+

visit Minack Theatre each
year

58,000

people go to Boardmasters
each year

40,000

people celebrate Mazey Day
each June in Penzance as
part of the Golowan festival

40,000

people go to Eden Sessions
each summer

Ambition 5: Celebrating Cornwall

What this means

Our landscape, language and traditions have all shaped Cornwall's distinctiveness and global recognition. Cornwall will be recognised for its diverse, green and distinct cultural life and for new high quality, innovative cultural work.

What we will do

1. Promoting Cornwall throughout the UK and beyond

Cornwall's culture is a powerful national, UK and international asset. We will position Cornwall as a vibrant cultural part of the UK and encourage events to strengthen community pride and belonging. We will develop coordinated marketing and events programmes to showcase creative excellence. Partnerships with Cornish cultural organisations will amplify Cornwall's cultural offer through digital storytelling, festivals and year-round cultural tourism.

2. Environment and sustainability

The cultural sector will contribute to Carbon Neutral Cornwall and nature recovery through embedding sustainability in production and events, encouraging low-carbon festivals and outdoor theatre, reusing historic buildings, and collaborating with sectors such as technology and energy. The Cornwall Creative Sustainability Action Plan provides guidance and sharing good practice will help position Cornwall as a leader in sustainable cultural delivery.

3. Promoting the Cornish language

The Cornish Language Strategy 2035 aims to protect and grow use of Kernewek over the next decade. Priorities include developing digital media and film, expanding use of Cornish in schools, providing more diverse ways of learning, supporting creative projects such as music and performance, and encouraging businesses and communities to find new ways to use Kernewek.

4. Cornish distinctiveness and heritage

Our distinct heritage shapes Cornwall's identity today. We will preserve and promote the Cornwall and West Devon Mining World Heritage Site, Bord Ertach Kernow will develop a register of Cornish cultural traditions, and Kresen Kernow holds the world's largest collection of archives related to Cornwall. We will support projects that share traditional Cornish culture and sport to ensure that this is passed on and opened out to new audiences.

5. International opportunities

Through diaspora links and Celtic partnerships, Cornwall will pursue exchanges, events and international touring, reinforcing its role as a global creative hub rooted in strong identity. The **Cornwall Diaspora Strategy** will connect Cornish communities and share contemporary Cornish creativity internationally. Partnerships with other Celtic nations, events such as **Festival Interceltique de Lorient and opportunities for Cornish artists to tour all** reinforce Cornwall's international profile.

Key Facts

Part III
status

for Cornish language

900,000

people go to Lorient
Interceltique Festival in
Brittany each August and
see Cornish performers

2650

dancers take part in Flora
Day each May in Helston

200

jynnji or engine houses
in the Cornwall & West
Devon Mining Landscape
World Heritage Site

70+

B-Corp companies in
Cornwall – highest
number outside London

40

brass/silver bands across
Cornwall

30

primary schools provide
Cornish language
activities through
GoCornish

Cornwall Since 2021 – Achievements

Investment

2021–2025



Delivering much of Cornwall's shortlisted UK City of Culture bid from 2022.



invested in 19 cultural organisations for events, community activities and training across Cornwall.

Creative work hubs

Pixel

Penzance

40

studio spaces

The Workshed

Liskeard

16

work spaces, co-working and outdoor event space

Krowji

Redruth

130

units – Cornwall's largest creative hub

Cultural Infrastructure

- Hall for Cornwall reopened in 2021 – seating increased to 1,352 and joined the West End touring circuit.
- 28 buildings improved via SPF, including The Ladder (Redruth), Creation Works (Par) and Sterts Arts & Environmental Centre (Bodmin Moor).
- Historic chapels in Helston, Penryn, Redruth and Liskeard transformed into venues and artists' studios.
- Cornwall Museum and Art Gallery – main galleries transformed; Museum of Cornish Life (Helston) – roof and windows improved with ACE MEND funding.
- New Emily Hobhouse museum opened at St Ive near Liskeard (The Story of Emily).

Events and activities

Flamm visual arts festival launched in Redruth

13,000 visits

Held in Bodmin Feb/Mar 2026

Celtic Media Festival hosted in Newquay

Reflecting growth in film and digital media: Screen Cornwall, Cornish language films from FyImK and internationally recognised work by Bosená/Mark Jenkin.

2023

2024

2025

Cornwall Council's **Culture and Creative Investment Programme** supported 19 organisations over 4 years who in 2024/25 alone provided activities with:

1 million total audience

65,000 participants in activities

15,000 taking part from under-represented groups.

Culture and Creativity in Cornwall Today

Strengths and Opportunities

- » Cornwall has global recognition through books, films, TV, plus strong connections via trading history, diaspora and Celtic links.
- » Cornwall has a global reputation for authentic, environment-rooted culture; flourishing festivals from Flora Day and Obby Oss to Boardmasters.
- » Cornwall has a rich ecosystem of theatres, galleries, museums and community venues, including UK institutions such as Tate St Ives and National Maritime Museum, and important institutions for Cornwall at Hall for Cornwall, Cornwall Museum and Art Gallery and Kresen Kernow.
- » There are strong networks of freelancers and leadership from organisations such as Creative Kernow and Hall for Cornwall.
- » Cornwall has access to world-class education and research at Falmouth University, University of Exeter, University of Plymouth and Arts University Plymouth, with cutting-edge facilities and business incubation.
- » There is strategic alignment with Cornish and UK bodies prioritising the creative sector and the Good Growth Plan identifies the Visitor, Creative and Cultural sectors as core sectors at the heart of Cornwall's economy.



Haunted bunker Testing Room

Challenges

- » Access to finance and investment readiness; shift from grants to mixed-model funding requiring commercial skills.
- » Infrastructure pressures – affordable housing and transport; limited workspace; costly maintenance of historic buildings; limited affordable overnight accommodation for touring.
- » Geography – peninsula distance to markets and networks; scattered settlements; external perceptions underplaying innovation and talent.
- » Business environment – majority freelance workforce under-represented in data; few large firms to anchor clusters and provide career pathways; lack of tailored growth support; community value not fully evidenced.

An evidence-based case for investment in Cornwall

Cultural and creative industries represent one of Cornwall's most distinctive economic strengths. These industries are foundational to Cornwall's identity, its visitor economy, and its future growth potential. Investing in culture is not only an investment in creativity and heritage - it is an economic, social, and place shaping strategy with proven returns.

1. ECONOMIC VALUE AND UK GROWTH OPPORTUNITY

The UK's creative industries contribute an estimated £124bn annually to the UK economy, making the sector one of the country's fastest growing engines of productivity and innovation. Cornwall is well positioned to play a larger role in this growth story, with strong clusters emerging across the creative, cultural, digital, and visitor related sectors.

Key Sector Statistics for Cornwall

Indicator	Visitor Economy*	Creative & Cultural
Employment	49,175	7,350
Business Count	3,790	1,175
GVA	£1,912m	£291m
Productivity	£38,884	£39,544
Concentration	1.52	0.92

Source: Cornwall & Isles of Scilly Good Growth Plan

* The visitor economy includes accommodation, food, drink and amusements, as well as parts of the creative and cultural sector. Figures overlap and cannot be totalled.

These data illustrate that Cornwall already hosts a significant cultural workforce, with productivity levels on par with UK benchmarks and strong sectoral concentration—particularly where culture intersects with hospitality and tourism.

2. CORNWALL'S DISTINCTIVE CULTURAL ASSETS

Cornwall has a unique cultural landscape shaped by its language, heritage, artistic traditions, and natural environment. This distinctiveness fuels creative excellence recognised across the UK and internationally.

Strengths include:

- » A recognised creative cluster (identified by NESTA), with strong linkages to the visitor economy.
- » Major cultural institutions—Minack Theatre, Hall for Cornwall, Tate St Ives, the Cornwall Museum & Art Gallery and the University of Falmouth - anchors with a UK profile.
- » A strong pipeline of businesses across design, games, digital media, fashion, and performing arts.
- » Rapid growth in film and TV production, with spend in Cornwall rising from £1.6m in 2021 to £16.5m in 2023, supported by Screen Cornwall's ambition to become the UK's leading rural screen agency.

Cornwall's cultural and creative ecosystem is not only vibrant but globally connected, environmentally conscious, and rich in entrepreneurial microbusinesses and freelancers.

3. SKILLS, TALENT, AND INNOVATION INFRASTRUCTURE

Falmouth University provides Cornwall with an anchor institution of UK significance:

- » Ranked Number 1 Arts University (Times & Sunday Times 2017, 2023).

- » TEF Gold (2017) and Silver (2023).
- » Contributes over £100 million annually to Cornwall's economy.
- » Listed among the top 50 undergraduate game design schools globally (Princeton Review, 2024).
- » Hosts the Launchpad Programme, driving high growth startups.

Other leading digital and creative companies—such as Headforwards, N coders, Affinity Digital, Vitamin Studios, Software Cornwall, and innovation centres at Tremough—reinforce this skills and R&D ecosystem.

4. A SECTOR WITH UK SIGNIFICANCE

Cornwall's cultural sector aligns strongly with UK priorities, including:

- » Arts Council England's Let's Create Strategy – for everyone's creativity to be given the chance to flourish and for access to high-quality cultural experiences.
- » National Lottery Heritage Fund's 10-year strategy "Heritage 2033" - for heritage to be valued, cared for and sustained for everyone, now and in the future.
- » Historic England's Future Strategy - for heritage that is valued, celebrated and shared by everyone.

Cornwall's offer to the UK stage includes:

- » A living, contemporary culture rooted in a distinctive national identity.
- » Environmentally sustainable creative practice, with a high concentration of B Corp certified creative businesses (e.g., Block Design, KAST Architects, DART, LEAP, Hutch).
- » A fast growing, rurally dispersed content production cluster with ambitions for international impact.
- » A proven link between cultural engagement, wellbeing, community cohesion, and inclusive growth.

A formal social return on investment analysis conducted by Roundhouse (2023) found:

- » £42.25 of social value created for every £1 invested in film and digital projects
- » £21.88 of social value created for every £1 invested in audio projects

Cornwall has benefited from £61.8m investment between 2021 and 2025 from key funders. Even taking a conservative estimate, of £15 social value for every £1 invested, this would generate around £100m of value to the economy. Cornwall is keen to build on this investment and demonstrate the value of its creative sector's value, locally, nationally, to the UK and internationally.

Cornwall can serve as an exemplar for rural cultural investment—showing how creativity can drive economic development, innovation, skills, sustainability, and prosperity.

5. WHY INVESTMENT IS NEEDED NOW

Despite strong foundations, the sector faces challenges:

- » Fragmented funding landscapes and reliance on short term project grants
- » Infrastructure pressures, particularly in rural areas
- » Skills gaps in digital, technical, and production roles
- » Volatility in freelance and microbusiness models

Targeted investment would unlock:

- » Increased productivity in high growth creative clusters
- » Stronger place identity and visitor economy resilience
- » Enhanced skills pathways for young people entering creative and digital industries
- » Greater UK and international reach for local cultural organisations
- » More sustainable, net zero aligned cultural production

Cornwall's creative and cultural sectors are a unique strategic asset. They deliver economic impact, drive innovation, raise Cornwall's profile, and enhance community life. With coordinated investment, Cornwall can become a leading rural creative exemplar, delivering inclusive, sustainable growth aligned with UK cultural priorities.

Delivery

The Culture Strategy Ambitions contribute to key parts of other strategies and the work of various boards and key partners, and in turn we will seek to place culture into the mainstream of those strategies. Appendix 1 sets out the connections with key strategies and boards that are already in place and leading on some of our Cultural Ambitions.

Role of Cornwall Council

A strong and thriving cultural sector is good for the nation of Cornwall and Cornwall Council, as an emerging Foundation Strategic Authority, will play a leadership role, advocating and lobbying for culture and creative industries. Cornwall Council will seek to maximise impact by collaborating with partners to influence funding and promote recognition for Cornwall. We will seek to develop a strong creative sector across Cornwall, and local councils, networks and key organisations will develop strong clusters and town regeneration, promoting our offer within Cornwall, across the UK and further afield, including to the Cornish diaspora.

Our place-based approach demonstrates the Council's role as enabler, supporter and facilitator, following the Valuing Local ambition to work in partnership towards a more local, community-led service delivery, support people's sense of belonging, and plan and deliver services in a way that gives more power to local people and organisations. We will seek opportunities through cross-sector collaboration, resource sharing and the exchange of ideas to deliver meaningful outcomes for people and communities across Cornwall.

Cornwall Council's various services can all play a part in working with different communities through culture and creativity, such as Together for Families, Planning, Resettlement, Libraries, Public Health and Localism.

As well as the formal boards and organisations set out in the table in appendix 1, partnership working with the voluntary sector, the business sector, with neighbouring authorities and with local councils will all add to what culture and creativity can achieve in Cornwall.

Population Growth and Planning

Significant population growth is projected over the next decade, with some towns growing faster than others. It will be vital to invest in new and existing cultural facilities and networks to meet the needs of growing communities. Local Plan policies can allocate provision for cultural facilities on new sites and protect existing facilities, while the Community Infrastructure Levy can provide funding as part of social infrastructure.

Parts of Cornwall face persistent deprivation and cultural organisations have a part to play in place-based strategies to improve health and wellbeing and create opportunities. We will seek to extend outreach with under-represented groups and those who find it difficult to access activities.

Funding and Investment

Cornwall Council will work with cultural organisations and partners to secure a broader base of funding for culture and creativity. We will use the ambitions and principles of this Strategy as 'investment guidelines'. Projects will normally be expected to:

- » Meet more than one of the Strategy's ambitions.
- » Extend provision across Cornwall and to different communities.
- » Provide evidence of match funding and business models that ensure future viability.
- » Demonstrate alignment with relevant strategies – UK Government, Arts Council England, National Lottery Heritage Fund, Historic England and Cornwall Council.
- » Demonstrate how the funding will support pathways to self-sustainability.

The Hodge Review of Arts Council England in 2025 points to the need to pivot away from reliance on direct government grant funding to a more diverse mix of funding such as philanthropy, tax incentives and investment finance. There are already various funding models in place for cultural organizations in Cornwall and we will seek to build up resilience in the sector by working in partnership to open up new investment opportunities, through giving circles, individual philanthropy and new business models of delivery.

Devolution to Cornwall Council as a Foundational Strategic Authority creates opportunities to

Pipeline Projects

Cornwall's cultural vitality depends on a rich mix of events and projects. The following pipeline priorities will help deliver our ambitions and specific projects and actions will be set out in an action plan to accompany this strategy:

- » Town Deals (2026/27) – new facilities at Leach Pottery (St Ives), a new culture and heritage centre in Camborne, and improvements to Penlee Gallery and Museum (Penzance).
- » Festival growth – Flamm 2026 in Bodmin; coordinated support for large and small events through the Cornwall Events Strategy.
- » Workspaces – expansion and optimisation of creative clusters (e.g. Pixel, Workshed, Krowji) to improve access and affordability.
- » Creative Health – strengthen partnerships and programmes that support wellbeing and social prescribing.
- » Heritage reuse – protect and repurpose cultural assets through Cornwall Council's Valuing Local approaches (e.g. chapels, libraries, civic buildings).

Evidence and Monitoring

- » Employment: Annual Cornwall Council Creative Census – insights into the economic strengths and needs of the sector.
- » Research collaboration with higher education (e.g. Great South West 'Creative Industries in the South West').

maximise investment in the creative sector. This will include creating a new culture strategy board to ensure that cultural investment meets the needs of the community as a whole and secures a good deal from government agencies such as Arts Council England and National Lottery. Devolution may also create opportunities to use tax incentives to encourage investment in creative enterprise, and culture and heritage will be priority sectors for investment from any future visitor levy in recognition of their role in attracting visits to Cornwall and supporting a year-round visitor economy.

Endelienta Ensemble, St Endellion Church



- » Community and social impact – commission the Social Value Engine or similar to capture and compare outcomes.
- » Programme monitoring – audience, participation, employment and training data for the Culture and Creative Investment Programme.
- » Creative Conversations – regular events to share insights and explore audience and visitor trends.
- » Sustainability – use of the Cornwall Sustainability Action Plan for the Creative Sector and collaboration with the Cornwall Council Carbon Neutral Team.

One and All

Cornwall's creative sector faces challenges – reduced funding opportunities, cost-of-living impacts on audiences, rising costs for buildings and operations. Yet our sense of belonging and identity as the fifth nation, places us in a prime position to collaborate in themes and places, ensuring that culture and creativity in Cornwall thrives. All of us can join in and work together to create joyful, inclusive and resilient culture for One and All in Cornwall.

Appendix 1: Delivery framework

Key strategies and Boards that lead on elements of the Cultural Strategy

Ambition	Strategy	Board or Partner
1	Joining in	<ul style="list-style-type: none"> Cornwall Culture Strategy Cornwall Events Strategy Cornwall Plan & Belonging Strategy Cornwall & Isles of Scilly Joint Health and Wellbeing Strategy
2	Supporting people	<ul style="list-style-type: none"> Cornwall & Isles of Scilly Workforce and Skills Strategy
3	Growing our economy	<ul style="list-style-type: none"> Cornwall Good Growth Plan
4	Improving our places	<ul style="list-style-type: none"> Local Plan Historic Environment Strategy Valuing Local Plan
5	Celebrating Cornwall	<ul style="list-style-type: none"> Cornish Language Strategy Cornish Diaspora Strategy & Cornwall.gov Fifth Nation Working Group Action Plan