



LOOE TOWN COUNCIL

Strategic plan 2026 – 2029

Adopted December 2025

Our Vision:

Our vision is an improved quality of life and environment for Looe as a great place in which to live, work, visit and invest.

Our Mission:

Our mission is to engage with our community and help lead positive change.

Our Values:

We aim to be:

Creative – innovative, positive about change, looking for solutions and enjoying making a difference.

Thoughtful – listening without judgement, patient, empathising, welcoming challenge and learning from mistakes.

Efficient – using resources wisely to balance the needs of our community, our environment and prosperity.

Courageous – tackling difficult issues openly and honestly, doing the right thing not the easy thing and doing what we say we will do.

Inclusive – working together and in partnership with others, creating conditions in which people can flourish.

All of the above are underpinned by the Seven Principles of Public Life:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

Strategic plan 2026-29

Six key priority areas have been developed on which to focus over the next 3 years in order to achieve the aims of Looe Town Council. Under those key priorities, actions have been detailed that will help deliver the priorities.

In addition, a new Communications Plan for the Council has been developed, detailing how communications with the community will be improved and enhanced.

Underpinning this strategic plan are the following aspirations:

- Looe Town Council will keep all 5 toilet facilities open all year round, maintaining the buildings as required.
- Library services delivered in the Library and Community Hub will also continue as usual but opportunities for additional service offerings will be explored (see Key Priority Area 3).
- A Tourist Information service will continue to be offered in the Community Hub and online via Visit Looe.
- Looe Town Council will continue to lead on organising key events in the town such as Remembrance Sunday and Christmas Lights Switch On and Lantern Parade.

Key priority area 1: Widen community engagement and support

- Promote the Council as a proactive force for good in the community and being accountable to Looe's residents for the wise use of local taxpayers' money. Demonstrate this by successfully applying to the Local Council Award Scheme and achieving at least Silver level.
- Continue to develop the communications strategy so that it meets the needs of the community and creates more transparency and encourages face to face interactions.
- Reconfigure the Community Grants Scheme so the maximum grant award will be £500. This will mean more organisations can be supported and the budget spread over the year. Regular grants to other town organisations will still be paid but formalised with consideration given to agreeing outcomes if appropriate. Service level agreements could be considered.
- Open up improved access to support services using the Community Hub by increasing drop-in days and events hosted by support organisations such as Memory Café, Citizens' Advice.
- Make space for more members of the public to attend Council meetings by moving venue to the Millpool Centre.
- Facilitate more community events including those produced in house such as for St Piran's Day or in partnership with other town organisations such as the Looe Food & Drink Festival. Consider purchasing equipment such as a gazebo and upgraded PA system.
- Engage the community in the revival of town twinning with Quiberon – build on the initial enthusiasm for re-establishing the Twinning Association and develop events to mark the anniversary in October 2026. Support local organisations in making connections with their counterparts in Quiberon.
- Continue working closely with other key town organisations, looking for collaboration and co-production opportunities.

- Develop the tourist information offering by expanding the space available within the Community Hub and increasing the retail offering.
- Continue to interrogate deprivation data to uncover areas in Looe where additional support services could be deployed, working in partnership with Cornwall Council, local organisations and housing associations.

Key priority area 2: Facilitate opportunities for our young people

- Build on the initial success of establishing the Looe Youth Council by supporting the Youth Councillors' ideas and ambitions and facilitating opportunities for them.
- Ensure mechanisms are in place so that young people can easily communicate with the Council to ensure their voices are heard when planning future strategy. Listen, ask what's missing and report back on outcomes.
- Develop other engagement and support between young people and the community, including deepening connections with Looe's schools.
- Encourage businesses, including those who are members of Looe Business Forum to offer training, work experience and apprenticeships to young people. Lead by offering an apprenticeship opportunity at the Council.
- Work with partners to deliver a skatepark for Looe. Support fundraising efforts and agree the devolution of the land from Cornwall Council. Support Boundless Trust and the Skatepark User Group after the skatepark is open.

Key priority area 3: Preserve and improve community assets

- Undertake a programme of investment in and maintenance of our current assets such as toilet buildings and the Library & Community Hub. This includes replacing the roof on the Seafront Toilet and resolving the drainage issues at Guildhall toilets, with the overall objective of reducing ongoing costs and improving resilience. Reconfigure the Library and Community Hub to allow for an improved tourist information offering, more library stock and greater access for community groups to the meeting space, which may increase revenue opportunities.
- Consider alternative uses for Seafront Store, including possible income generating opportunities such as lockers and mobile phone charging.
- Improve Mariners' Garden to create a greener space including planters for community food growing and general improvement.
- Be open to devolution opportunities and work with Cornwall Council to deliver asset devolution if the opportunities offer long term value for money or preserves an asset for the community that would otherwise be lost or fall into disrepair. Consider whether a new use for an asset may make it more viable in the future by examining the opportunity via a robust and fully costed business plan.
- Continue to use the Council's role in planning policy to enhance the town, including participating in the upcoming new Local Plan process.
- Support Looe Volunteers in their efforts to maintain the town and explore other opportunities for volunteering in the community. Plan for a Community Spring Clean event each March.
- Work for a safer town by constant liaison with and support for Devon & Cornwall Police Neighbourhood team, encouraging official reporting of incidents and maintaining the CCTV system for public safety and evidence gathering.

- Reconfirm commitment to addressing issues arising from climate change and other environmental factors. Work with Cornwall Council Highways to improve response to flood alerts in the town centre to prevent secondary damage caused by water ingress.
- Reach conclusions on the use of vacant land adjacent to Library & Community Hub once the planning outcome is known. Consult on whether a Business & Learning Hub is still a viable proposition and examine whether the Council has the capacity to develop the project. Consult on other potential uses for the space, taking learnings from planning outcome to drive future concepts.

Key priority area 4: Deliver value for money and maximise income opportunities

- Monitor all budget lines for potential savings but avoid cuts in services if at all possible.
- Look for uplifts in income and new income generating opportunities. Consider expanding charging for toilets, even if only offering a voluntary donation option in some spaces. Offer staff skills to other organisations on a consultancy basis. Seek sponsorship from local businesses. Evaluate options for becoming a wedding venue.
- Have a real focus on securing more grant funding and improve grant fund application skills. Work with other town organisations on joint applications for partnership projects.
- Continue to evaluate options for a 'tourist tax' and work with Cornwall Council if the initiative becomes part of a future Single Foundation Strategic Authority devolution deal.
- Evaluate whether relocating Council offices from the Library & Community Hub into East Looe would deliver cost and organisational benefits.

Key priority area 5: Within the Council, build resilience, boost skills and plan for succession

- Review staff structure to ensure resilience in key areas and so that the Council can meet the expectations of the community.
- Undertake a skills audit of officers and Councillors to assess the skills already available and set up training to share those skills amongst the team. Add mentoring to consolidate the training outcomes.
- Ensure all training needs and wants are met.
- Create a culture where staff members can propose ideas and projects which they can then take forward, subject to a clear cost/benefit analysis framework.
- Create apprenticeships for young people.

Key priority area 6: Constantly seek marginal gains

- Small changes can have big impacts in areas such as work patterns, space utilisation, admin processes or role changes.