

SUSTAINABLE COMMUNITY STRATEGY FOR CORNWALL

Prepared by the Cornwall
Strategic Partnership

Foreword - Chair

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The following appendices are also available from www.cornwallstrategicpartnership.gov.uk :

Appendix 1: Local Area Agreement

Appendix 2: Issues Reports

Individuals	Economy
Poverty	Workforce
Health Inequalities	Innovation
Health And Well Being	Information Society
Vulnerable Adults	Economic Productivity
Children And Young People	Location And Communication
Communities	Accessibility
Empowering Communities	Transport Connectivity
Inclusion	Housing
Community Safety	Co-ordinated infrastructure in communities
Culture	Leadership (<i>under development</i>)
Cornwall’s Distinctiveness	
Physical Activity And Sport	
Cultural And Creative Activity	
Environment	

Appendix 3: Evidence Report

Appendix 4: Quality of Life Survey 2007

Appendix 5: Methodology: Consultation and partner involvement

Introduction

Following this introduction, this document begins by describing the vision. It describes the people and place that this strategy aims to move forward and then summarises the key issues that must be addressed if our future is to be more sustainable. In the light of this analysis, the final sections of the document describe the principles for action for the future and the outcomes we are aiming for. The Local Area Agreement is a key route for action and this is described at the end.

Why produce this strategy?

A Sustainable Community Strategy for Cornwall should address difficult and cross cutting issues which affect the economic, social and environmental well-being of Cornwall in a way that contributes to sustainable development in the UK. It tells the 'story of the place' – Cornwall's distinctive vision and ambition, backed by clear evidence and analysis.

Government guidance outlines that Sustainable Community Strategies should contribute to sustainable development in the United Kingdom. The strategy should contain the following elements:

- The long-term vision based firmly on local needs. This will be underpinned by a shared evidence base informed by community aspirations;
- Key priorities for the local area, based upon this vision which may realistically be achieved in the medium term.

The Sustainable Community Strategy provides the evidence base for the Local Area Agreement and will inform the emerging key planning strategy – the Core Strategy for Cornwall. In addition, key regional¹ and local strategic² policies should link with this strategy to ensure joined up delivery and action. In the future, this strategy will form a significant benchmark for assessment of the quality of public services³ which will be carried out by the Audit Commission.

Definitions

The definition of sustainable communities used in this strategy is derived from the Egan review⁴ :

Sustainable communities are places where people want to live and work, now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life. They are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all.

The strategy aspires to support communities where social and economic exclusion are tackled and removed. The Cornwall Strategic Partnership is committed to the principle

¹ Regional Spatial Strategy and the Regional Economic Strategy

² Thematic strategies and Community Plans

³ Known as the Comprehensive Area Assessment

⁴ The Egan Review, Skills for Sustainable Communities (Crown Copyright 2004)

that everyone should have equality of opportunity which is sensitive to the needs and aspirations of all sections of the community. Ultimately, the aim is that Cornwall will be a place where everyone can live, work or visit without fear or harassment.

How has the Strategy been produced?

The strategy is the product of over a year of gathering information, discussion through many working groups and debate. The process has involved four main phases:



- From the main thematic partnerships who make up the Cornwall Strategic Partnership
- Strategic Issues are identified, largely drawing upon existing research
- Linking to other document for more detail

- Developed by a broad range of stakeholders using the evidence report as a tool
- Forward looking incorporating future challenges and practicalities of intervention

- Articulates the vision which draws together the strategic issues through overarching outcomes

Important additional evidence came from members of the public through the Quality of Life survey, user surveys, market and town plans and parish plans. The appendices⁵ are key part of the overall strategy, together with this document and be accessed from the website www.cornwallstrategicpartnership.gov.uk

Who is the document intended for?

This version of the Sustainable Community Strategy is mainly intended for use by Cornwall County Council, the new Cornwall Council and the members of the Cornwall Strategic Partnership and its associated partners. In addition, it should influence policy makers at regional and local level. A shorter summary will be produced for wider distribution to the public in the autumn. There are a series of much more detailed Appendices which provide more information for those people who would find that useful – these are signposted throughout the document.

⁵ Appendices include: Issues reports, Evidence report, Quality of Life survey 2007 and Methodology
Sustainable Community Strategy – Final

Chapter 1: Cornwall – the future

The vision for Cornwall is what we want Cornwall to look like in 20 years time.

Cornwall as a special place of harmony and beauty: a prosperous, happy place that values its communities, environment and economy equally and enables one and all to achieve the highest possible quality of life.

We are aiming for Cornwall to be a place where:

INDIVIDUALS

- Our people are healthy and happy.
- Families thrive and fewer people in poverty.
- Everybody is loved, respected and supported.
- The focus is on the belief that prevention is better than cure.

COMMUNITIES AND CULTURE

- Our towns and villages are vibrant, safe and friendly communities.
- We celebrate our differences, know and care about our neighbours, address division and treat one another with dignity and respect
- We encourage participation in volunteering and foster good citizenship.
- We can all play, enjoy our landscape, value and learn from our past, practice spirituality, share stories and cultures, and shape our future.
- We live culturally rich lives, participating in the arts, leisure and sports.

ENVIRONMENT

- We are aware and careful of the impact we leave on our beautiful land and work in harmony to conserve and manage its future and ours.
- We design, plan and build with respect for the planet.

ECONOMY

- We all contribute to the success of our local economy by supporting local businesses and social enterprises.
- We are open to new markets for our services and products in Cornwall and in the world.
- We have grown our business abilities so that our people are sought out as innovators, leaders and entrepreneurs.
- We have developed our powers of resourcefulness, creativity and imagination so that we once again lead the field in technology, innovation and discovery.

LOCATION AND COMMUNICATION

- ☉ Cornwall becomes a joined up and connected place where we can exchange information and ideas
- ☉ We have created an exemplary, accessible transport system and taken full advantage of digital connectivity.
- ☉ We ensure that everyone has a home and places to do business.
- ☉ Design encourages us to interact with our neighbours and community.

GOVERNANCE

- ☉ Partnerships are valued across private, public and voluntary sectors and where public services are created and delivered in partnership with those who use them.
- ☉ A climate of opportunity is nurtured in which we can all grow and achieve our full potential, so that we may rise to opportunities and challenges with confidence and a spirit of adventure.
- ☉ We will have grown our leadership abilities in all fields, so that our people are searched out as leaders in business, charity and government.

The vision stated above clearly articulates the aspirations we have for ourselves and for Cornwall. It is clear that achieving this vision is far from a simple task. Communities of place, interest/need or practice contain diversity, ambiguity and paradox - human society is multi-dimensional. Simplistic solutions will not address the fundamental issues we face or allow the vision to be achieved.

The vision has arisen from issues which affect Cornwall's sustainability (see Chapter 3). They are cross cutting, long term and cannot be addressed by one service provider on their own nor without the active involvement of the residents of Cornwall. To achieve this vision, the complexity of individuals and communities must be understood and grasped.

Developing sustainable communities as described in the vision above is complex – more like raising a child than building a road. However, we aim to avoid the usual responses to strategy development and implementation, avoiding the silo organisation of service providers. In order to meet the aspirations of the vision, new networks of practice must be developed across disciplines and with communities. Of course it will involve substantial cultural change.

For many years we have been trapped in a narrow way of defining and responding to complex issues, as if they were merely complicated. Success in answering the more complex questions to address the cross-cutting issues will begin the process of developing sustainable communities and achieve a new vision for Cornwall.

Chapter 2: Cornwall today⁶

Cornwall is a county of outstanding natural beauty and spectacular coastline that is striving towards a prosperous future.

Following significant funding from Europe in the form of Objective One and with a second round of Convergence funding pending, Cornwall has started to experience a transformation in its economic fortunes. With 100% broadband coverage, the best business start up rate outside of London and an excellent business support network, Cornwall is fast developing a knowledge economy and is creating a niche for itself as digital technologies develop. There are examples of thriving businesses across the whole economic spectrum. Productivity and wages still remain low compared to national averages, reflecting the continued need to restructure the economy.

Much improved transport links have meant that Cornwall's relative isolation is being overcome. The long distance road and rail connections to Cornwall are vital and improving and maintaining these links is a key concern,

In general terms, the traditional industries of Cornwall such as tin mining and china clay, farming and fishing have declined significantly in recent years. There are, however, considerable resources of skilled labour and recently there has been substantial growth and diversification in manufacturing industry. The farming and food sectors are forging a brighter future together through building upon opportunities to work together under a strong Cornish brand.

Recent developments such as the Combined Universities of Cornwall, the Eden Project, the Peninsula Medical School, the Tate Gallery and the National Maritime Museum have helped to put Cornwall on the map and provided an opportunity to support research and business development across Cornwall.

Cornwall is a rural county. With just over half a million inhabitants, Cornwall has the lowest population density of any county in the South West. Only a third of the population lives in towns with a population of over 10,000. Many of the smaller towns are in the east of the county where the population density is relatively sparse.

Cornwall's population growth in the last 30 years has been over 20% and the county was among the five fastest growing counties in that period, which has been entirely due to net inward migration. The majority of people migrating to Cornwall are people currently of working age, including families with children. International migration is a feature of this trend. However, Cornwall has an older population than nationally, and it will continue to be an ageing

⁶ Extracts from Evidence Report (LINC 2008) See www.cornwallstrategicpartnership.gov.uk

population. 97% of people identify themselves as being white British in the last census, with a wide range of other ethnic groups represented. 'Cornish' is known to be a significant ethnic group in Cornwall and other surveys have suggested that approximately 35% of the population regard themselves as Cornish. 75% of people in Cornwall profess to have a religious faith, mostly Christian.

Some people and areas in Cornwall experience exclusion from every day aspects of life that most of us take for granted. 33% of households in Cornwall live in areas ranked within the 25% most deprived in England. The range and extent of vulnerable groups in the population needing support is significant and an aging population will add to this. Affordable housing is a key issue, particularly for first time buyers and those on low incomes. The average house price is significantly higher than both the regional and national averages and average income levels remain low. As a result, houses are relatively more difficult to afford than nationally.

Cornwall is proud of its heritage and way of life. A strong sense of identity underpins the distinctive offering which Cornwall has to make. Cornwall's culture is constantly evolving and defined as a set of shared values that defines people in Cornwall. Its vibrant creative scene is thriving. From cutting-edge, internationally acclaimed artists to theatrical performances on the beach, Cornwall's creative sector is taking the wealth of talent in Cornwall to new audiences. World Heritage Site status has recognized the value of Cornwall's past and how it can be used to support its future.

Cornwall's natural and historic environment is its strongest asset and underpins economic activity, such as tourism, agriculture and fishing and the newly developing industries based around environmental technology. Of Cornwall's landmass, more than 51% is either classified as an Area of Outstanding Natural Beauty or Areas of Great Landscape Value. There are more than 140 sites of Special Scientific Interest covering more than 3% of the county, almost 2,000 Scheduled Ancient Monuments, more than 12,500 listed buildings, and 2 important Historic Battlefields.

In Cornwall, a resident uses 3.5 times the sustainable level of resources. Cornwall is a contributor to climate change and climate change will have a significant impact on it. As elsewhere, Cornwall needs to develop modes of living which secure a healthy natural environment and a resilient, low-carbon economy based on responsible stewardship of depleting finite resources.

These are the factors that will shape Cornwall's economic and social development over the next twenty years; this strategy aims to take what is special and make it work for everyone.

Chapter 3: What aspects of life in Cornwall should be addressed to ensure a more sustainable future?

This strategy is for 20 years. A Sustainable Community Strategy for Cornwall needs to identify what aspects of life in Cornwall are not currently sustainable, and seek to address them.

Multi-agency task groups have produced a detailed report of each strategic issue facing Cornwall. These documents are available on the Cornwall Strategic Partnership's website www.cornwallstrategicpartnership.gov.uk. These issues are long term, complex and cannot be effectively tackled by any one organisation alone.

(a) INDIVIDUALS

There are issues affecting people which need to be met if Cornwall is to have a more sustainable future. People have basic needs for a decent home, a job that puts food on the table, and a healthy and safe environment to live and raise a family. Children and young people will live through the lifetime of this strategy and are key to a sustainable future.

Strategic Issues	<ul style="list-style-type: none"> • There are people in Cornwall living in poverty⁷ • Disengaged individuals need support⁸ • Some of the population experience 'health inequalities' e.g. residents in some parts of Cornwall have a life expectancy of 8 years lower than residents in other areas⁹ • Not all Children and Young People achieve the 5 Every Child Matters Outcomes of 'Be Healthy', 'Stay Safe', 'Enjoy and Achieve', 'Make a positive contribution' and 'Achieve Economic Well Being'¹⁰ • There are higher levels of worklessness than the rest of the UK¹¹ • Vulnerable¹² adults experience isolation and need support to remain independent¹³ • There are risks to health and well being across the population¹⁴
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(b) COMMUNITIES

If people have a sense of belonging and believe they can influence what happens in their area, they develop a shared responsibility for their community, which can result in reduced crime and disorder, increased safety and improvements to the local environment. These aspects of community life need to be addressed to ensure Cornwall has a more sustainable future:

⁷ Issue report: *People living in poverty and deprivation*

⁸ Issue report: *Disengaged and excluded individuals and communities weaken Cornwall's social, economic and environmental future*

⁹ Issue report: *Health inequality between people*

¹⁰ Issue report: *Outcomes for children and young people are strongly impacted by their social, cultural, economic and environmental contexts that are not equitable. See also pgs 78/9 of the evidence report.*

¹¹ Issue report: *Worklessness and low level skills*

¹² Vulnerable is defined by the Department of Health as someone 'who is or may be in need of community care services by reason of mental or other disability, of age or illness, and who is or may be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation'.

¹³ Issue report: *The need to reduce isolation and increase independence for all vulnerable adults*

¹⁴ Issue report: *Poor health and well-being of individuals and communities*

Strategic Issues	<ul style="list-style-type: none"> • There is an increasing fragmentation of communities, decline of shared community activity and isolation of individuals¹⁵ • Some communities have low ambitions¹⁶ • Crime in Cornwall is relatively low but its impact, particularly of drink and drug related crime on communities is significant¹⁷
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(c) CULTURE

Cornwall as a place has a distinctive character and cultural heritage that has always embraced diversity with links across the world to descendents of men and women from its communities¹⁸ Cornwall today needs to continue to celebrate diversity and inspire all its residents with a sense of belonging to a very special place, whilst continuing to be part of a world-wide community.

Strategic Issues	<ul style="list-style-type: none"> • Cornwall has a distinctive character and cultural heritage • If people in Cornwall are not able to participate in a range of cultural and creative activities the impact in 10-20 years will be a place lagging behind the rest of the UK¹⁹ • Lack of engagement with sport and active recreation contributes significantly to poor health and a decline in shared community activity²⁰
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(d) ENVIRONMENT

The importance of the local environment as a driver for the economy as well as its contribution to quality of life is widely acknowledged: 98.6% of local people in a recent survey indicated that the natural environment was important to them for a variety of reasons²¹. It also has a fundamental role in providing food, water and raw materials, pollination of crops, pollution control and natural flood defence. For a more sustainable future, Cornwall must live and work within environmental means i.e. our economy and society can continue to exist without destroying the natural environment upon which we all depend.

¹⁵ Issue report: *Increasing fragmentation and isolation of individuals and communities*

¹⁶ Issue report: *Low community ambition, innovation affecting aspiration, competitiveness and performance of the economy*

¹⁷ Issue report: *Incidence and fear of crime*

¹⁸ Issue report: *Cornwall has a distinctive character and culture*

¹⁹ Issue reports: *Lack of engagement in cultural and creative activity and Lack of engagement in physical and sports activity*

²⁰ Issue report: *Lack of engagement in physical and sports activity*

²¹ Cornwall Quality of Life Tracker Survey (November 2007), pg. 94

Strategic Issues	<ul style="list-style-type: none"> • Unsustainable lifestyles (the increasing amount of waste generated, high volume of travel, consumption of resources, etc.) will degrade and diminish natural environmental resources.²²
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(e) ECONOMY

Although Cornwall’s economy has grown faster than the rest of the UK over the last few years and unemployment is relatively low, issues remain which impact on a sustainable future for Cornwall:

Strategic Issues	<ul style="list-style-type: none"> • Average earnings are low compared to the rest of the UK and fewer people of working age are achieving higher level skills²³ • Productivity and competitiveness are low²⁴ • Low levels of innovation are affecting productivity²⁵ • The Information and Communications Technology (ICT) infrastructure and ICT access/ use is inadequate for future needs²⁶ • There is a shortage of appropriate sites and premises for businesses²⁷
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(f) LOCATION AND COMMUNICATION

There are issues affecting Cornwall as a place and its ability to support sustainable communities:

²² Issue report: *Unsustainable lifestyles that degrade and diminish natural environmental resources*

²³ Issue report: *Worklessness and low level skills*

²⁴ Issue report: *Unproductive and uncompetitive economy will lead to unsustainable growth and prevent sustainable communities*

²⁵ Issue report: *Low community ambition, innovation affecting aspiration, competitiveness and performance of the economy*

²⁶ Issue report: *Inadequate Information and Communication Technology (ICT) infrastructure and ICT access for meeting future needs*

²⁷ Issue report: *Towns in need of regeneration; shortage of appropriate employment space*

Strategic Issues	<ul style="list-style-type: none"> • A shortage of affordable, decent and sustainable housing²⁸ • Many residents encounter difficulties accessing key services and it is a particular issue for disadvantaged groups who are most likely to need access to services and least likely to have the means of access²⁹ • A successful economy depends significantly on reliable and sustainable transport infrastructure and poor transport connectivity will constrain Cornwall's success³⁰ • Cornwall's communities need stronger coordinated infrastructure with a focus on appropriate regeneration which creates the conditions for economic success³¹
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(g) LEADERSHIP AND GOVERNANCE

Sustainable communities need effective and inclusive participation, representation and leadership and investment is needed in developing Cornwall's future leaders³²

Challenges for now and in the future

There will be challenges over the next 20 years that will have an impact on both the issues and the action that is taken by this strategy to tackle them. It is essential that Cornwall develops appropriate responses to these challenges which reflect local needs and opportunities. These challenges are demographic change, climate change and energy sustainability, and food security.

(a) Cornwall's population has experienced dramatic changes through its recent history. It is currently growing as a result of a combination of births and more people from elsewhere moving into Cornwall than leaving it. There has recently been a significant reduction in the number of young people moving out of Cornwall and those moving in are of working age and increasingly coming from younger age groups. At the same time, the population is living longer and getting older overall.³³

- Recent research suggests that migration trends are subject to rapid change so there is no guarantee these trends will remain the same for the life of this strategy. They could, for example, be affected by perceptions of the housing market, increasing energy costs, or climate change.³⁴

²⁸ Issue report: *Shortage of affordable, decent, and sustainable housing*

²⁹ Issue report: *Many residents of Cornwall currently encounter difficulties accessing key services*

³⁰ Issue report: *Poor transport connectivity will constrain Cornwall's success*

³¹ Issue report: *Coordinated infrastructure and communities*

³² An issues report on leadership/governance is being developed

³³ Report for the Cornwall Strategic Partnership (May 2008): *Demographic Change in Cornwall*

³⁴ Report for the Cornwall Strategic Partnership (May 2008): *Demographic Change in Cornwall*

- Population growth has implications for house building which in turn means implications for preventing increased greenhouse gas emissions, handling an increased impermeable surface area leading to increased water run off, and preventing fragmentation of habitats³⁵.
- There are also implications for the economy in terms of labour supply and demand, for transport, for services such as health services and waste management, and for education provision and community facilities. There will need to be a strategic, coordinated approach to infrastructure development³⁶ as part of a planned approach to population growth.

(b) Cornwall is contributing to climate change and climate change will have an impact on it. Cornwall is developing a comprehensive Climate Change Action Plan which will deliver mitigation and adaptation measures; key issues include:

- Reverse the increase in greenhouse gas emissions - transport and connectivity is and will continue to be the most difficult area for Cornwall to tackle with predictions for traffic growth between 2007 and 2021 from 16% to 27%³⁷.
- Increased temperatures, extreme weather, greater risks of food poisoning and skin cancer, and northward migration of diseases will have an impact on health³⁸
- Businesses that have implemented effective risk management strategies or competitively positioned themselves will be more adaptable and could benefit from climate change whereas others may suffer decreased operational efficiency and lower profit margins³⁹
- Habitats may change over time and local wildlife may not be able to adapt⁴⁰
- Long term, historic harbours and quays (including those in the World Heritage Site) will be damaged or destroyed as a result of rising sea levels. Structures and buildings (including those of historic significance) will suffer from increased storminess and flooding⁴¹.

(c) Demand for oil is likely to exceed supply within the next 20 years⁴² and energy prices are already rising with a 'knock-on' effect on the costs of production and provision of services

³⁵ Issue report: *Unsustainable lifestyles that degrade and diminish natural environmental resources*

³⁶ Issue report: *Coordinated infrastructure and communities*

³⁷ Issue report: *Unsustainable lifestyles that degrade and diminish natural environmental resources*

³⁸ Evidence report pg 35

³⁹ Evidence report pg 39

⁴⁰ Issue report: *Unsustainable lifestyles that degrade and diminish natural environmental resources*

⁴¹ Issue report: *Unsustainable lifestyles that degrade and diminish natural environmental resources*

⁴² Evidence report pgs 27-28

- Cornwall as a peninsula with small scattered settlements will be significantly affected by the rising cost of travel
- Cornwall already has the highest level of households in the Southwest that are unable to afford their energy bills (over 45,000)⁴³ and the current increase in fuel prices and debt problems reported by Citizen's Advice Bureaux suggests the number is likely to rise even higher.

(d) Food prices are rising as a result of both increased demand and increased costs of production (reflecting increased energy costs)

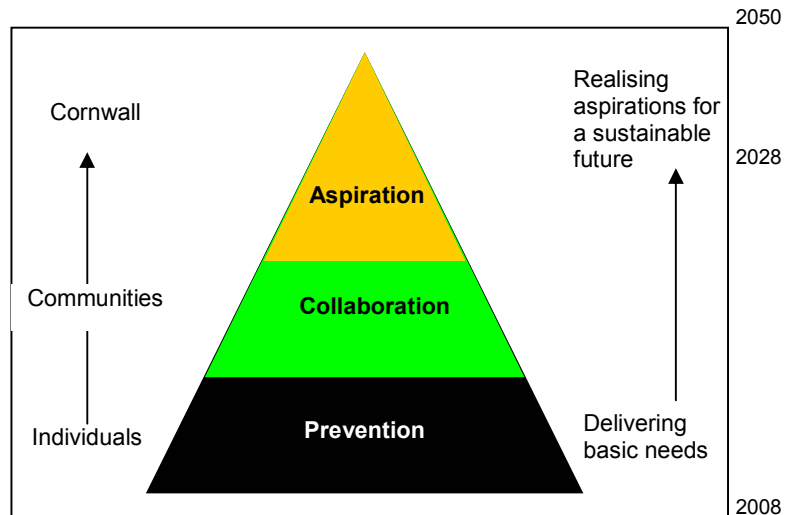
- This will further affect the ability of those already living in poverty to maintain a healthy diet with consequences for health and well being.
- A high proportion of land in Cornwall is farmed and there could be both potential opportunities and tensions for farmers in managing land to produce food and to protect local wildlife and the character of the local landscape.

⁴³ Evidence report pg. 75. A map on pg 76 of the report shows the areas in Cornwall that are more deprived than others in terms of fuel poverty.

Chapter 4: Strategy and Principles

The strategy is to balance economic, social, and environmental sustainability to realise aspirations for a sustainable future.

From the detailed analysis of the strategic issues facing Cornwall, it is clear that basic needs of some individuals are not being met so the scope of the strategy ranges from filling the gaps in basic needs to realising aspirations for a sustainable future over the next 20 years. Filling the gaps in basic needs is the foundation for enabling everyone in Cornwall to share in shaping its future. Cornwall as a place can inspire a unique sense of belonging and the strategy is to encourage and build on that, strengthening confidence and self esteem and releasing further creativity and problem solving to reinforce Cornwall's existing capacity for innovation.



The strategy will deliver improvements for individuals, communities and Cornwall as a whole, each complementing the other.

The strategy will be to invest in prevention, extensive collaboration, and innovation, thereby stretching what is currently achieved with existing resources to realise aspirations. There are three principles for action that set the direction for the strategy and shape delivery.

Principle 1: Prevention and a focus on the individual⁴⁴

Demand for services is exceeding supply and with an increasing and ageing population, unhealthy lifestyles, rising costs of living, and climate change, with limited public sector resources the gap will continue to widen if there is no change in current practice.

The strategy is to change current practice by a focus on prevention, thereby releasing resources from helping people in crisis to support more people

⁴⁴ The definition of basic needs is drawn from A.H. Maslow, 'A Theory of Human Motivation' and 'Motivation and Personality'. The principles for action draw from his explanation of fundamental human needs for fulfilment.

before they reach that stage. This will be complemented by increasing productivity as part of collaboration.

The first step is to prevent deprivation of very basic needs. Access to healthy food, quality air and water and suitable climate⁴⁵ and adequate shelter^{46,47}, will provide for basic physical needs. If any of these are lacking, an individual's energy is focused on remedying these deficiencies. If physical needs are relatively satisfied, the individual's safety needs take over and dominate behaviour. As well as personal safety, these include needs for an orderly world in which injustice and inconsistency are under control, job security⁴⁸ is important and being a valued member of society whether as an employee, volunteer, or team member, increases self esteem. Policing and reducing crime were identified by local residents as one of their top priorities⁴⁹

The strategy is to prevent deprivation of basic needs through early intervention to reduce the risk of life events (loss of a job, illness, bereavement, divorce, accidents, etc.) leading to crises (unemployment, homelessness, long-term ill health, etc.).

When people experience a range of basic needs not being met, it can lead to families experience multiple-deprivation⁵⁰. Deprivation can harm physical and psychological wellbeing and lead to long-term ill health, which in turn can make deprivation and poverty worse⁵¹. There are families in Cornwall who have experienced this from one generation to the next and to break that cycle there will be an increased focus on preventing child poverty.

There is a fundamental problem, however, that low wages are a key feature of Cornwall's economy⁵². Improving income was identified by local residents as one of their top priorities⁵³ and will be dependent on developing enterprise and developing skills. Part of this strategy is to ensure every child and young person has the opportunity to achieve to their full potential and every adult has a basic set of skills for employment and the opportunity to extend those skills until they have reached their full potential.

⁴⁵ Issues report: *Unsustainable lifestyles that degrade and diminish natural environmental resources*

⁴⁶ Issues report: *Shortage of affordable, decent and sustainable housing*

⁴⁷ Issues report: *Towns in need of regeneration and shortage of appropriate employment space*

⁴⁸ Issues report: *Worklessness and low level skills*

⁴⁹ Cornwall Quality of Life Survey (October 2007), pg 161

⁵⁰ For areas where communities experience multiple deprivation in Cornwall see Evidence report pgs 71-2

⁵¹ Issues report: *Poor health and well-being of individuals and communities*

⁵² Evidence report pg 74

⁵³ Cornwall Quality of Life Survey (October 2007), pg 161

Improving personal health was identified by local residents as their top priority⁵⁴. People with long term health problems are intensive users of health services, social care, and voluntary and community support. Ill health among the working population may affect productivity and competitiveness. Prevention will include where possible preventing further deterioration of health and reducing the risk of un-healthy lifestyles leading to long-term ill health.

Unhealthy lifestyles can either be through choice, a result of poverty, as a result of environmental pollution or triggered by life events and are where basic needs for physical exercise and healthy diets are not satisfied or risks are increased, for example, by stress, obesity, smoking or alcohol abuse. Further developing early intervention will support people to make lifestyle changes. There will be a focus on those at greater risk than others of a lower life expectancy, whilst encouraging everyone to prevent risks to their own health and well being.

A proportion of the population consistently needs higher levels of support to live independently, numbers are increasing, and some do not have the full support they need. Focusing on needs of individuals includes developing and reengineering services⁵⁵ to both support vulnerable⁵⁶ adults and children but also enable them to support themselves in the longer term when appropriate. Life events should trigger the re-engineered range of services, to prevent any loss of independence or risks to personal health and safety.

Principle 2: Collaboration with a focus on communities

The current provision of services to the public is fragmented i.e. undertaken by a range of organizations predominantly working in isolation with services designed to be delivered as standalone functions. Customers of those services may have to approach a number of organizations to satisfy a single need. It makes it difficult for individuals to collaborate with service providers to shape the services they need. Life events require engagement of a mix of organizations. Communities wanting to take forward an initiative or tackle a problem that has occurred locally face a barrier in having to influence a number of different independent organizations to achieve their aspirations.

Collaboration between organizations will be used to create opportunities for synergy i.e. added value for customers and communities that no single organization could provide alone with optimised use of resources and

⁵⁴ Cornwall Quality of Life Survey (October 2007), pg 161

⁵⁵ Issues report: *Many residents of Cornwall encounter difficulties accessing key services*

⁵⁶ A vulnerable adult is someone 'who is or may be in need of community care services by reason of mental or other disability, of age or illness, and who is or may be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation' Dept. of Health guidelines (2000)

economies of scale and scope. It will include shared assets and joint commissioning.

The strategy is to integrate activity where it can increase productivity and deliver more effective or efficient or innovative services, to co-locate services in communities, or collaborate to provide outreach services to the more remote rural areas. This will include support for community involvement to utilize the knowledge and expertise in communities, unlock previously untapped resources, and enable local people to shape services.

In addition, future challenges such as climate change need a collective assumption of responsibility to change behaviour. The strategy is to empower communities whilst ensuring the public sector intervenes in ways that are collaborative and strategic. Local people want to be more involved in the decision making process⁵⁷. Individuals with a sense of belonging to an active community, respected and respecting others, will be supported to collectively take responsibility for the well being of their community. Increasing interaction between individuals in communities to develop a sense of belonging and pride will involve investing in a range of activities from arts, sport⁵⁸ and volunteering⁵⁹, to developing the capacity of the community sector to locally tackle social exclusion⁶⁰, to the design of the built environment. Important elements of collaborative working will be:

- (a) person centred service delivery
- (b) neighbourhood management will be encouraged in areas of multiple deprivation and the use of 'virtual wards' will be developed to coordinate engagement and support for individuals with similar needs dispersed across small rural communities⁶¹
- (c) joint working between the public sector and community organisations
- (d) an environment for a thriving community and voluntary sector will be developed

Four important elements of a focus on communities will be

- (a) preventing inequalities in communities and celebrating diversity⁶²
- (b) reducing inequalities between communities i.e. in life expectancy⁶³, in access⁶⁴, in educational achievement⁶⁵, in rates of employment, exclusion⁶⁶ and in average earnings⁶⁷.

⁵⁷ Evidence report, pg 8

⁵⁸ Issue reports: *Lack of engagement in cultural activity and sports*

⁵⁹ Issue report: *Increasing fragmentation and isolation of individuals and communities*

⁶⁰ Issue report: *Disengaged and excluded individuals and communities*

⁶¹ Issue report: *People living in poverty and deprivation*

⁶² Cornwall is made up of a diverse range of communities – these include people of different race, gender, religion, age, disability and sexual orientation

⁶³ Issue report: *Health inequality between people*

⁶⁴ Issue reports: *Many residents of Cornwall currently encounter difficulties accessing key services; Inadequate information and communication technology infrastructure and access for meeting future needs*

- (c) empowering communities to take responsibility for their local environment and the impact they have on the natural environment and the Earth's resources
- (d) Encouraging creativity and invention and exchange of ideas

Underpinning collaboration will be coordinated infrastructure development e.g. coordinated development of affordable housing and multi-purpose community facilities and employment space⁶⁸ with access to public spaces that can support community activity; and shared development and use of ICT infrastructure⁶⁹.

Principle 3: A focus on Cornwall for the future – realising aspirations for sustainable⁷⁰ communities.

There are future challenges that require a major change in the way we live and do business. Expert opinions on when demand for oil will exceed supply (significantly increasing its price) range from 2010 to 2030 i.e. within the lifetime of this strategy, there are changes already happening in the global economy, and climate change has started. This strategy has to realise aspirations within a changing context and build resilience to cope with change.

Key strengths this strategy will utilise and maintain are

- (a) Cornwall has a major asset in its existing environment⁷¹
- (b) The knowledge that has already been built up around sustainable ways of living and doing business and the capability to undertake research and development to further extend that knowledge⁷²
- (c) Cornwall's distinctive identity which draws together people living in Cornwall to take pride in Cornwall and work together to secure its future⁷³.

The strategy will be to develop modes of living and doing business which secure a healthy natural environment and resilient, low-carbon economy and communities, based on responsible stewardship of depleting finite resources. Achieving genuinely sustainable communities by having strong leadership,

⁶⁵ Issue report: *Not all children and young people achieve the five Every Child Matters outcomes*

⁶⁶ Issue report: *Disengaged and excluded individuals and communities*

⁶⁷ Issue report: *Worklessness and low level skills*

⁶⁸ Issue reports: *Towns in need of regeneration and Unproductive and uncompetitive economy*

⁶⁹ Issue report: *Inadequate ICT infrastructure and access for meeting future needs*

⁷⁰ See definition earlier - page 4

⁷¹ Issues report: *Unsustainable lifestyles that degrade and diminish natural environmental resources*

⁷² Issues report: *Unsustainable lifestyles that degrade and diminish natural environmental resources*

⁷³ Issues report: *Cornwall's distinctive character and cultural heritage*

being innovative and unique⁷⁴, and knowing how to exploit that for best gain; having a skilled, confident, healthy, and flexible population; and achieving economic and personal growth within environmental limits. It will include

- (a) Restructuring of the local economy to be both productive and low carbon⁷⁵
- (b) Developing an infrastructure that will support sustainable communities⁷⁶

The strategy is to build a modern, rural knowledge-based economy for the 21st century with development, application and commercialisation of new knowledge and ideas leading to sustainable wealth creation and higher wages. It will include:

- Investment in significantly higher qualifications and skills across the workforce;
- Investment in sites and premises for knowledge-based businesses and businesses that are growing;
- Development of business processes to minimize consumption of resources and minimize waste (in production and in the hands of the customer).

Developing an infrastructure to support sustainable communities will include tackling energy depletion, rising food prices, unsustainable lifestyles, and climate change by:

- Generating energy within Cornwall by sustainable means;
- Investment in connecting people and businesses⁷⁷ in a way that integrates improvements in public transport and developments in Information & Communications Technology;
- Investment in the infrastructure for local food production;
- Investment in buildings, equipment and processes that have low CO² emissions;
- A well planned, cohesive, locally distinctive and vibrant network of towns and villages and small rural settlements with appropriate employment space and access to services.

Investment is also needed in the infrastructure that forms part of Cornwall's managed landscape and historic built environment to retain the attractiveness and character of the landscape and Cornwall's distinctive character as a place to live and visit.

⁷⁴ Issues report: *Low community ambition and innovation*

⁷⁵ Issues report: *Unproductive and uncompetitive economy*

⁷⁶ Issues report: *Co-ordinated infrastructure in communities*

⁷⁷ People to jobs, businesses to suppliers and markets, customers to suppliers, visitors to their destination, etc..

Links between the three principles

The strategy is to balance social, economic, and environmental sustainability – the following illustrates the links between the principles and the need to work together to find the balance.

The focus of the first principle is social, but enabling skills development will contribute to economic resilience and ensuring basic needs are met will be undertaken in a way that contributes to sustainable communities. Investment in the education and development of our children as individuals is investment in the innovators and business leaders of the future and future stewards of our local environment and the Earth's resources.

Empowered communities are essential to realise aspirations for sustainable communities. Investment in managing the built environment and the land that surrounds it will support active and vibrant communities. The network of towns, villages and small rural settlements will need investment in community facilities and public transport or ICT links to those facilities from remote rural areas. Investment in access to the natural environment in a way that is sustainable will enable increased use of it to improve health and well being

To meet the basic needs, energy generated must be affordable; the network of towns, villages and small rural settlements must include decent housing that people on low incomes can afford; and employment must be easily accessible with affordable travel costs. For individuals to achieve their full potential in education and skills, there must be appropriate access to learning.

Chapter 5: Achieving the Vision - Outcomes

The purpose of this strategy is to achieve the following outcomes by 2028. An outcome is the end result of a set of actions. It is the overall impact those actions will have on people, communities, and places. By setting out the outcomes to be achieved rather than the actions to be undertaken, the strategy allows for innovative approaches to be developed and the flexibility to experiment and respond to changing circumstances. Achieving an outcome will help address one or more of the strategic issues identified in Chapter 3.

The outcomes are long term and it must be possible to show when they have been successfully achieved. The Local Area Agreement is the principal mechanism for delivering the Sustainable Community Strategy and is a three year programme of work undertaken by a range of partners. Delivery objectives for those three years are set out in the Agreement. Each three year programme of work is a step towards achieving the long term outcomes. Detailed indicators and targets for the next three years are set out in the Local Area Agreement (LAA) to monitor, evaluate and review progress. These will be reviewed annually, when the possibility of including longer-term targets in the Sustainable Community Strategy will be considered.

Prevention and a focus on the individual

This group of outcomes is shaped by the first principle for action i.e. outcomes are preventative and focused on individuals – their basic needs, health and well being, development and achievements.

Outcomes by 2028	Strategic issues for Cornwall that achieving the outcomes will help address	Delivery objectives for 2008-2011 in the LAA contributing to the outcome (these will be annually reviewed)
1. Individual inclusion	People living in poverty and deprivation; disengaged and excluded individuals and communities weaken Cornwall's social, economic and environmental future; health inequalities; isolation and exclusion; barriers to educational achievement and skills development.	<ul style="list-style-type: none"> • A reduction in children in poverty • Increased opportunities and reduced indebtedness for people on low incomes • A reduction in fuel poverty
2. People across Cornwall have	Poor health and well being; lack of engagement in physical and	<ul style="list-style-type: none"> • Improved sexual health • The rise in obesity halted

Outcomes by 2028	Strategic issues for Cornwall that achieving the outcomes will help address	Delivery objectives for 2008-2011 in the LAA contributing to the outcome (these will be annually reviewed)
healthy lifestyles and reduced risks to health and well being (compared to 2008)	sports activity; lack of engagement in cultural and creative activity; isolation and exclusion; worklessness; barriers to educational achievement and skills development.	<ul style="list-style-type: none"> • Improved mental health • Reduce the harm caused by illegal drugs
3. Vulnerable adults are able to live safely and independently	The need to reduce isolation and increase independence for all vulnerable adults; exclusion and isolation; worklessness.	<ul style="list-style-type: none"> • Increased independence of vulnerable people • Improved quality of life/independence of older people through adaptations to their homes • Improved support for victims of serious sexual assault
4. Successful children and young people	Inequalities that act as barriers to some children and young people achieving their full potential; low level skills in the workforce; young people at risk of committing offences or being victims of crime; lack of engagement in physical and sports activity; lack of engagement in cultural and creative activity	<ul style="list-style-type: none"> • Improved life chances for children in need, particularly but not exclusively, looked after children • All young people engaged in education, training, or employment • Improved standards in educational achievement • Fewer young people offending
5. An inclusive, employable, and skilled workforce	Worklessness and low level skills; unproductive/uncompetitive economy	<ul style="list-style-type: none"> • Reduce worklessness • Raise the level of skills in the workforce

Collaboration with a focus on communities

This group of outcomes is shaped by the second principle for action i.e. outcomes increase collaboration and are focused on communities.

Outcomes by 2028	Strategic issues for Cornwall that achieving the outcomes will help address	Delivery objectives for 2010/11 in the current LAA contributing to the longer-term outcome
6. Inequalities between communities have reduced compared to	Health inequalities; increasing fragmentation and isolation of individuals and communities; lack of engagement in physical and sports activity;	<ul style="list-style-type: none"> • A reduction in smoking • Reduce harm caused by alcohol • Improve the quality of life for people in the most

Outcomes by 2028	Strategic issues for Cornwall that achieving the outcomes will help address	Delivery objectives for 2010/11 in the current LAA contributing to the longer-term outcome
2008	lack of engagement in cultural and creative activity.	disadvantaged neighbourhoods • Reduced health inequalities
7. Creative, active and safe, communities	Incidence and fear of crime and risks to personal safety; lack of engagement in physical and sports activity; lack of engagement in cultural and creative activity	<ul style="list-style-type: none"> • Objectives to be developed around engagement in sport and physical activity and cultural and creative activity – as part of production of a new Culture & Heritage Strategy for Cornwall • Reduce crime • Reduce fear of crime • Increased support for, and improved safety of, survivors of domestic violence and their families • Reduce the number and severity of road traffic collisions • To reduce anti-social behaviour
8. Empowered and inclusive communities	Increasing fragmentation and isolation of individuals and communities; disengaged and excluded individuals and communities weaken Cornwall's social, economic and environmental future; low community ambition and innovation; lack of leadership opportunities and skills for the people of Cornwall.	<ul style="list-style-type: none"> • To empower local people to have a greater voice and influence over local decision making and the delivery of services • Increase the number of people engaged in volunteering • Build a cohesive society based on equality of opportunity • Reduce social exclusion for migrant workers

A focus on Cornwall for the future – realising aspirations for sustainable communities.

This group of outcomes is shaped by the third principle for action i.e. focusing on Cornwall for the future - realising aspirations for sustainable communities and, in so doing, contributing to achieving other outcomes in relation to people and communities..

Outcomes by 2028	Strategic issues for Cornwall that achieving the outcomes will help address	Delivery objectives for 2010/11 in the current LAA contributing to the longer-term outcome
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Outcomes by 2028	Strategic issues for Cornwall that achieving the outcomes will help address	Delivery objectives for 2010/11 in the current LAA contributing to the longer-term outcome
Enterprise		
9. Productive and competitive businesses	Unproductive and uncompetitive economy ; low community ambition, innovation affecting aspiration, competitiveness and performance of the economy; inadequate Information and Communication Technology (ICT) infrastructure and ICT access for future needs; lack of appropriate employment space	<ul style="list-style-type: none"> • Business development (under development) • Distinctiveness (under development) • Increased innovation and Research & Development (under development) • Information society for all • Increased provision of employment space
10. Low Carbon Economy and energy security	Poverty; uncompetitive/unproductive businesses; poor health and well being; health inequalities; living within environmental means	<ul style="list-style-type: none"> • Improved energy security with a major proportion of energy used being affordable and sustainable and generated locally from a mix of technologies and sources • Reduce Cornwall's contribution to climate change • Sustainable tourism
Infrastructure		
11. A balanced housing market with affordable, decent, and sustainable homes	Shortage of affordable, decent, and sustainable housing(including for rent); poverty; poor health and well being; health inequalities; living within environmental means; exclusion	<ul style="list-style-type: none"> • Increased affordable, decent and sustainable homes
12. Adapted to climate change with a thriving farm and food sector, supporting a resilient and diverse natural environment	Living within environmental means; unsustainable lifestyles that degrade and diminish natural environmental resources.	<ul style="list-style-type: none"> • Improved management of local biodiversity • Other objective(s) to be explored at the refresh of the LAA for 1 April 2009 for land, food and energy production. • Minimise growth in waste production and maximize re-use of materials • Cleaner and greener public spaces
13. A network of towns, ports, villages, and rural settlements	Evolving sustainable communities; Cornwall's distinctive character and	<ul style="list-style-type: none"> • Complementary regeneration of towns, ports, and villages

Outcomes by 2028	Strategic issues for Cornwall that achieving the outcomes will help address	Delivery objectives for 2010/11 in the current LAA contributing to the longer-term outcome
that supports cultural, economic, and social prosperity	culture	
14. Sustainable access to work and services	Access to key services; inadequate Information and Communication Technology (ICT) infrastructure and ICT access for future needs; poor transport connectivity will constrain Cornwall's success	<ul style="list-style-type: none"> • Improve access to work, healthcare, education, food shops and recreation
15. Highly skilled, respected leaders	lack of leadership opportunities and skills for the people of Cornwall; unproductive/ uncompetitive economy	<ul style="list-style-type: none"> • Raise the level of skills in the workforce

Detail on the measurement and delivery of these outcomes is covered in the emerging business plans for the new Local Area Agreement, and also in partnership action plans. See www.cornwallstrategicpartnership.gov.uk for further information.

Chapter 6 – Making it happen

This section of the strategy outlines in broad terms what is in place to ensure that it will be achieved. According to the government, the starting point for delivering better outcomes for local people in Cornwall is for 'local partners to work together through the Local Strategic Partnership' (Rt Hon Hazel Blears MP, Secretary of State for Communities and Local Government).

The Cornwall Strategic Partnership brings together public agencies and stakeholders to set out the vision of an area and work together to deliver improved outcomes that go beyond the scope of one partner. Together, local authorities and the Cornwall Strategic Partnership share the governance of the Strategy. The Partnership is organised into themes which provide forums for collectively reviewing and steering resources to achieve the outcomes set out in the Sustainable Community Strategy.

The thematic partnerships are also developing action plans under the umbrella of the new Local Area Agreement (LAA). These will specify in more detail what is being done to achieve the improvement targets in the LAA.

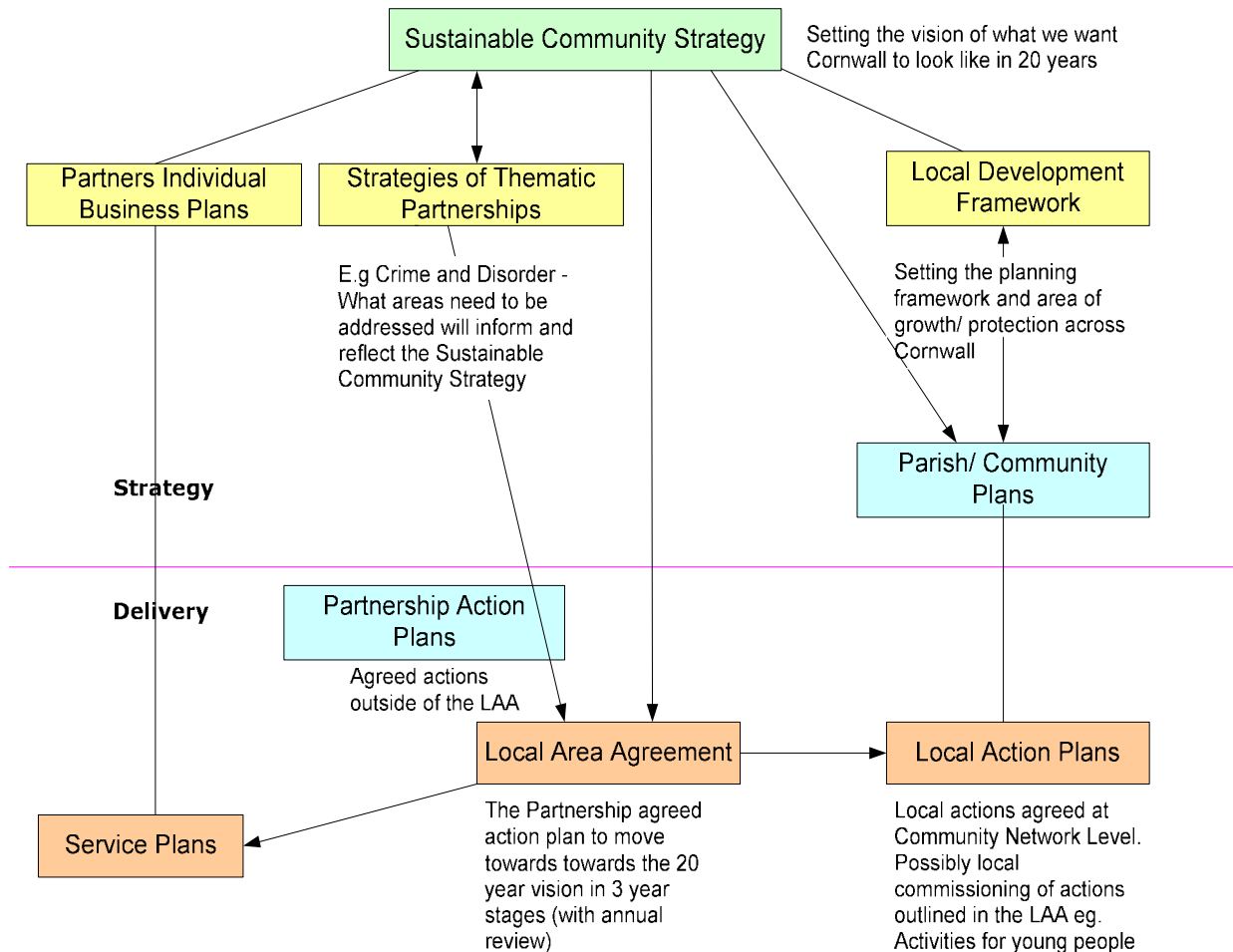
Key success factors for delivery

This strategy should provide a guide for public sector activity over the next 20 years. There are some key factors which are essential for its successful implementation. These are:

- (a) Strong strategic and distributed leadership
- (b) Effective partnership working, including developing new networks of practice across disciplines
- (c) Local geographical delivery at the appropriate level, balancing needs and resources
- (d) Regular intelligence gathering, prediction of future trends that will affect different population groups and understanding of the implications
- (e) The capability to jointly redesign services from the perspective of a population group by collaboration with service users and local communities
- (f) The capability to target early intervention
- (g) Regular assessment of the impact intervention is having and the flexibility to modify intervention accordingly
- (h) The skills and capacity to deliver change;
- (i) Equality of opportunity and respect for diversity.

The Framework – How it all fits together

The diagram below illustrates how the Sustainable Community Strategy provides a framework for other plans which then leads to delivery.



The Local Area Agreement

This is a key document for translating the strategy into delivery. Every three years local organisations working together negotiate with Government a programme of improvements and actions. The Local Area Agreement (LAA) outlines where partners need to work together to help realise the vision of a better quality of life. There are over 150 measurements and targets of achievement in the LAA as a whole but 29 of those have been specially designated as Government targets. In effect, they are the 29 areas of focus in Cornwall from national bodies and our success in working together to achieve them will be our main area of future inspection activity for all partners. The LAA will be subject to close scrutiny by the Audit Commission over the next 3 years. They will draw conclusions about how the public sector is working to improve quality of life in the area through the achievements linked to these indicators. There is an annual refresh process to ensure that targets are appropriate.

Local organisations have to demonstrate how they will work together to achieve those targets and incorporate actions within their organisational plans. Planned activity to help achieve the targets will be outlined in delivery plans which will be available from the LAA team. The Local Area Agreement for Cornwall for 2008/9 to 2010/11 (Appendix 1) is available separately from www.cornwallstrategicpartnership.gov.uk.

Local Community Planning

The new focus for local community planning being developed by the new unitary council in Cornwall will be 20 Community Networks. These networks encompass a range of locally based processes providing the basis for local decision making and community engagement. The networks will bring the community and other organisations together to shape policy and service delivery. Each network will produce an 'action plan' to outline the needs and priorities of the local community. The Community Network Plan will be used as a mechanism to distil existing community planning (e.g. Parish Plans) and to articulate a joint vision for the area, based on agreed priorities. The Plan will also be used to influence local delivery of services from the new council and the other public service organisations; possibly through some form of local delivery, where appropriate, or through other mechanisms, such as the local monitoring of service delivery standards i.e. are the streets clean?

Geographical Priorities

Local Development Framework

The Local Development Framework (LDF) outlines planning policy in an area. The LDF will take forward many of the key objectives of the Sustainable Community Strategy and will interpret them so that the use and development of land best reflect the needs of the local community.

Following analysis of the various spatial policies and studies, this strategy outlines four scenarios that should be taken forward in the Local Development Framework to ensure that there is a balance between spatial opportunities and investment for strategic delivery:

1. Promote activity in deprived areas

This will include areas, communities and settlements that require support because of high levels of deprivation, such as the communities of Treneere in Penzance and Pengegon in Camborne. Development will focus on areas of opportunities, and areas of difficulty, where support may be required to address persistent issues such as high levels of worklessness.

2. Promote activity in areas of opportunity

These are areas where there is a potential for significant returns on investment by both the private and the public sector. The work, through the One Cornwall development process relating to Community Network Areas highlights the distributed nature of activity and the scale of opportunity in many other key towns and rural areas. The delivery of the Cornwall Sustainable Community Strategy will support actions in locations with the potential to secure significant new investment and which can add to the process of transforming the area.

3. Promote activity for prosperous rural areas

Outside the larger towns, the network of rural areas, villages and smaller towns are of significant importance to Cornwall. These settlements are often busy, bustling centres of activity that could, with support become creative and empowered sustainable communities in their own right. High proportions of the activity proposed by the strategy are perfectly suited to the more rural areas. This would involve ensuring that support is provided throughout the area, including access to services, higher education, ICT and business support, so that businesses and individuals in locations such as Sennen in the West, Kilkhampton in the North and Polruan in the East can access assistance and develop innovative solutions which might offer considerable potential for economic development.

4. Promote flexible needs-based activity

For each of the spatial approaches discussed, the Principles for Action outlined in the strategy also highlight that different issues will require varied and flexible approaches. Some will require a specific focus on the individual to ensure that basic needs are provided. Some activities will be targeted at specific communities whether in more deprived areas, rural areas or developing towns and some activity will have a strategic approach for the benefit of Cornwall as a whole. The delivery and Local Area Agreement outcomes will provide the full detail and nature of the delivery to take place.

Resources

Delivery will be developed through the work of local organisations making a commitment to work together to implement the Strategy. There will be various public sector investment opportunities such as the European Convergence programme, existing budgets controlled by public sector organisations, and one-off funding opportunities. It will be important to establish a shared understanding of the totality of resources that local partners can bring.

The Local Area Agreement provides a commissioning mechanism for redirecting investment into preventative activity. Closer collaborative working should result in resources being released as a result of less duplication, and achieving economies of scale.

Managing performance and evaluating impact

To ensure the outcomes for the people of Cornwall are achieved, the Cornwall Strategic Partnership and the thematic partnerships will regularly monitor and evaluate the impact this Strategy is having through:

- Quarterly performance management of the Local Area Agreement (LAA)
- Annual refresh of the Strategy and the LAA
- A strategic needs analysis - this will include a 'place survey' seeking the views of local people and will be considered when assessing whether desired outcomes have been delivered in specific areas.

From April 2009, progress in working together to improve the quality of life in Cornwall will also be assessed by the Audit Commission through a Comprehensive Area Assessment (CAA). The CAA will look at how services to the public are delivered by councils and their partners including the private and voluntary sectors. It will assess progress in tackling the challenges facing an area and how well resources have been allocated to priorities for the area.

We would like to ensure that your needs are met. If you would like this information on audio tape, large print, any other format or interpreted in a language other than English, please contact:

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