








**PENZANCE COUNCIL – 1 JUNE 2026****REPORT FOR DECISION****PROPOSED EXPANSION OF THE PENZANCE COUNCIL HELPDESK**

Our Culture	Our Decision Making	Our Environment	Our Money	Our People	Our Places	Our Resilience & Wellbeing
						
	✓			✓		✓

**RECOMMENDATION**

1. The expansion of the helpdesk function, through increased promotion and enhanced engagement with the local community, be approved.
2. It be noted that said expansion may result in more regular 'out-of-hours' working and the potential need for additional staffing resources in the future.
3. It be noted that discussions with Cornwall Council are ongoing and that this dialogue will continue in order to assess if and how it can complement and/or contribute to the effective running of the helpdesk function.

**BACKGROUND**

Helpdesk is a scheme that has been introduced to offer support to residents of the Penzance parish. It assists residents in accessing Penzance Council's services as well as reporting issues to Cornwall Council. The Helpdesk also provides support through signposting residents to a wide range of local organisations in the Parish. Additionally, the service provides key support in aiding people to navigate complex communication channels, ensuring that enquiries are directed to the appropriate authority / organisation(s).

The Helpdesk has proved to be successful in improving public access to community services by ensuring residents are able to access the support they need. The scheme has been particularly successful in assisting vulnerable individuals and improving public perception and confidence in engaging with Penzance Council,

No additional costs will be incurred as a result of the helpdesk in the immediate/near future. Any additional officer time required has already been accounted for following recent recruitment. The recruitment of a second Corporate Services Officer was undertaken with forward planning in mind and the necessary skills and capacity were considered to support the Helpdesk and future move to Market House.

The expansion of the Helpdesk will include its promotion online and within the local community. This will involve the use of social media, posters, flyers and increased attendance at community events, to raise awareness and ensure that residents are informed about the support available to them. Additionally, members of the public who seek assistance through the Helpdesk will be offered scheduled appointments, providing them with a dedicated period of time to discuss their concerns or enquiries in detail. This structured approach ensures individuals receive sufficient time to explore their needs fully and work through issues in a supportive environment.

The Helpdesk seeks to address barriers such as digital exclusion, physical disabilities, learning disabilities, communication difficulties, lack of information and awareness, and complex or difficult to navigate services that residents currently face when attempting to access local services and support. By providing clear guidance and direct assistance, it aims to reduce the confusion surrounding the range of services offered by Penzance Council, Cornwall Council, and other organisations in the Parish. In doing so, the initiative will promote greater clarity, improve accessibility, and ensure individuals are better informed about the support available to them.

The Helpdesk will support and increase levels of community engagement by raising awareness and understanding of Penzance Council's role and involvement within the local community. Penzance Council are currently in discussion with the Head of Customer Experience and Improvement at Cornwall Council to explore ways in which additional support can be provided to strengthen reporting processes and improve the tracking and follow-up of enquiries. This will support the continued development of clearer and more efficient processes for officers, Councillors, and members of the public to report issues to Cornwall Council by identifying common reporting challenges, promoting consistent reporting methods, improving guidance and signposting, and acting as a central point of coordination to streamline communication and reduce duplication. This will enable the Helpdesk to enable a more coordinated and responsive approach to addressing community needs.

The Helpdesk scheme demonstrates its ability to improve accessibility to local services, supporting vulnerable residents, and strengthening engagement between the community and Penzance Council. Through signposting, support and effective communication, the scheme has and can continue to reduce confusion and enable residents to navigate services with greater confidence. The proposed expansion of the helpdesk, supported by promotion and structured appointment-based support will increase its reach and

effectiveness within the community. The continuation of developing easier routes for communication by members of the public, Councillors and officers will contribute to more responsive services across the Parish.

Looking ahead, it is recognised that the continued growth and demand for the Helpdesk may require additional staffing resources and working hours to maintain service quality and accessibility in the future. The recent recruitment of a second Corporate Services Officer provides a strong foundation to support this development, with future capacity to be reviewed as the service evolves.

Appendix 1 – Penzance Council Helpdesk Impact Report

Appendix 2 – Helpdesk Quarter 1 Monitoring Report

Laura Prisk  
Corporate Services Officer

# Penzance Council Helpdesk

# Background

The Helpdesk Scheme has been introduced by Penzance Council to offer support to the residents of Penzance. It assists members of the public with accessing Penzance Council's Services as well as the reporting of issues to Cornwall Council.

Additionally, the Helpdesk also provides support through signposting residents to other organisations in the Parish to access further support and guidance which best suits their needs.

Furthermore, the service provides key support in aiding people to navigate complex communication channels, ensuring that enquiries are directed to the appropriate organisation.



# Main Priorities

The main priorities of the Helpdesk include:

- Ensuring that residents of Penzance know about the Helpdesk and the ways in which they can access support.
- Maintain clear communication channels between Officers, Councillors and members of the public to streamline the process of signposting to organisations and reporting to Cornwall Council.
- Utilise community events and advertisement opportunities to raises public awareness of the Helpdesk.

# Feedback

## **Feedback from Helpdesk at a Community Engagement Event:**

*Dear Sir/Madam,*

*I'm writing to share some positive feedback following the EyeSight information event held at the St John's Hall in Penzance.*

*I had the pleasure of speaking with ... and ... and I wanted to take a moment to acknowledge how helpful they both were.*

*Nothing was too much trouble. They took the time to listen carefully, helped me work through a drainage-related issue, and even used their iPad to set up a work order number for me there and then. I was genuinely impressed by their willingness to go the extra mile.*

*This approach made what could have been a frustrating situation feel straightforward and supported, and I left feeling reassured and very grateful.*

# Feedback

## **Feedback from a member of the public who wrote into the Helpdesk:**

*Many thanks for your reply with regards to my letter, it was very kind of you to respond and with helpful links as well.*

*Thanks again for coming back so quickly, that's really helpful. I will see if I can find someone there. Many thanks again.*



## **Feedback from the In Office Helpdesk.**

*Thank you for your help.*

*Many thanks for that, appreciated.*

*Thank you for looking into this and getting back to me. I have also reported it to Cornwall Council.*

*I have just this minute received an email from Cornwall Council regarding the issue ... thank you.*

*Thank you so much for your help – really appreciated.*

# Reflection and Planning

## **The Need:**

The Helpdesk will address blocks that some residents currently face when attempting to access local services and support.

## **The Importance:**

It will aim to reduce confusion surrounding the range of services offered by Penzance Council, Cornwall Council, and other organisations in the Parish.

This will promote greater clarity, improve accessibility, and ensure individuals are better informed about the support available to them.

## **Current Plans for the Helpdesk**

### **Appointments:**

Scheduled appointments will be offered to those who seek assistance from the Helpdesk, providing them with a dedicated period of time to discuss their concerns or enquiries in detail. This structured approach ensures individuals receive sufficient time to explore their needs fully and work through issues in supportive environment.

### **Advertisement and Community Engagement:**

Social media, posters, flyers and increased attendance at community events will be utilized, to raise awareness and ensure that residents are informed about the support available to them

# Conclusion

Through the continued use by residents of Penzance, the Helpdesk continues to demonstrate its ability to improve accessibility to local services, supporting vulnerable residents, and strengthening engagement between the community and Penzance Council.

Through signposting, support and effective communication, the scheme has and can continue to reduce confusion and enable residents to navigate services with greater confidence.

The planned expansion of the Helpdesk will increase its reach and effectiveness within the community and continue to support clear lines of communication for Councillors and Officers in signposting to other services.

## Quarter 1 Town Helpdesk Report

### Overview

This end of quarter report brings together January, February and March 2026 helpdesk data to provide a clear view of demand, workload patterns and emerging pressures across the Corporate Services helpdesk. Across the quarter, the team managed sustained high demand, absorbed a significant volume of Cornwall Council related enquiries, and supported seasonal activity such as allotment renewals, storm response and quarterly parking permits. The report highlights key trends and what they mean for the team.

### Quarter at a Glance

Month	Total interactions logged	Key Characteristics
January	596	Storm disruption, heavy email volumes, allotment renewals
February	437	Reactive, telephone led, Cornwall Council service issues
March	446	Increased in-person demand, quarterly parking permits, operational queries
Total	1479	Sustained demand with shifting channel and complexity patterns

Pressure remained consistently high throughout, but the type of pressure changed month to month, requiring adaptability in staffing and skills.

### Contact Channels

Across the quarter, emails remained the largest channel for interactions, but there was a rise in real time demand, telephone and in person, in February and March.

Channel	January	February	March	Quarter Trend
Email	325 55%	228 52%	192 43%	Still dominant, but declining share
Telephone	146 25%	149 34%	129 29%	Peak during storms and Cornwall Council issues

In-person	125 21%	60 14%	125 28%	Strong rise linked to quarterly parking permits and operations
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The helpdesk operates as a multi-channel service where email, phone and in person face-to-face contact all play a central role. Over the quarter there has been a clear increase in real time demand, particularly through telephone and in person enquiries which reinforces the need for strong front desk presence and problem solving throughout the year. This highlights the importance of maintaining consistent reception and phone coverage, alongside protected time for managing and responding to complex email enquiries.

### Weekly Demand Patterns

A consistent pattern emerged across all three months. Monday to Wednesday are the busiest days, often accounting for nearly half of the weekly demand. Fridays are consistently quieter, presenting opportunities for the team to focus on project work.

### Organisational Split

Organisation	Average % of interactions	Average % of Officer Time
Penzance Council	84-88%	80-89%
Cornwall Council	10-11%	13-14%
Other	3-5%	3-6%

Cornwall Council enquiries consistently take more time per interaction than Penzance Council work. Residents continue to rely on Penzance Council as an informal gateway to Cornwall Council services, especially when contact with Cornwall Council is difficult. High spillover Cornwall Council themes this quarter include:

- Council Tax
- Benefits
- Roads, transport and parking
- Refuse and recycling
- Housing
- Environmental health

## What residents contacted us about

### Penzance Council – consistent across Quarter 1

- Allotments – Renewals, tenancies and personal circumstances
- Leisure & Amenities – Storm damage, trees, parks and open spaces, vandalism
- Planning – Planning consultations, public enquiries, admin
- Finance – Payments, invoices, small but frequent tasks
- Parking permits (March) – applications and permit collections

Many of these themes are recurring and predictable yet remain highly resource intensive for the Corporate Services team due to the level of Officer input required. Enquiries often involve detailed conversations, follow up actions and coordination across services, requiring Officers to manage cases carefully, provide clarity and communicate clearly to ensure they give effective responses

### Officer Distribution

Patterns across the quarter show:

- Reception based roles log the highest interaction counts
- Complex, multi-step cases are concentrated among experienced Officers
- Workload differences are role driven, not performance driven

### Key Insights

Demand remains consistently high, with a clear increase in the complexity of interactions rather than simply higher volumes. Ongoing difficulties accessing Cornwall Council services continue to transfer pressure directly onto Penzance Council, reinforcing its role as an informal gateway/triage for residents. At the same time, in-person demand is rising and should be treated as a permanent feature of the service rather than exceptional. Early week pressure is predictable and should therefore be a primary factor in scheduling decisions.

### Conclusion



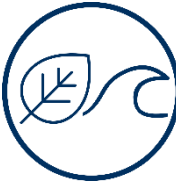




Quarter 1 demonstrates that the Corporate Services Helpdesk is a critical operational backbone for both Penzance, Cornwall Council, and other organisations, absorbing nearly 1500 interactions whilst also adapting to severe weather, seasonal peaks and external service pressures. The data strongly suggests that the Town Helpdesk is no longer a front-of-house function, but is a skilled triage, navigation and problem-solving service that relies on skilled Penzance Council Officers with strong local and cross-organisational knowledge, sound judgement, problem-solving ability and the confidence to provide reassurance and accurate signposting in complex or time-sensitive situations. This capability enables the organisation to maintain service

quality and public trust despite fluctuating demand and pressures beyond the Council's direct control, providing residents with clear, accurate guidance.

**PENZANCE COUNCIL – 1 JUNE 2026**

**REPORT FOR DECISION**

**DECLARATIONS OF ANY CONFLICTS OF INTEREST WITH THE EXTERNAL AUDITOR**

Our Culture	Our Decision Making	Our Environment	Our Money	Our People	Our Places	Our Resilience & Wellbeing
						
	✓					

**Recommendation:**

**Either:-**

It be confirmed that no Members of Penzance Council have any conflict of interest with the appointed external auditors, BDO LLP.

**Or:-**

The following Member(s) declare(s) a conflict of interest with the appointed external auditors, BDO LLP, and the nature of this/these interest(s) is/are as follows:-

<TBC>

**Background:**

As a requirement of the external auditors, BDO LLP, it is necessary that each audited authority completes the conflict of interest form, set out at Appendix 1 to this report, to declare any Members who have a conflict of interest with the organisation.

If there are any persons with an interest, it is a requirement to write each person's name on the form and declare the nature of the interest.

External auditors are assigned to smaller authorities by the *Smaller Authorities' Audit Appointments Ltd (SAAA)*, who are an independent, not for profit company set up by the Department for Communities and Local Government. External auditor

appointments are made for five financial years, with the current term concluding with the 2026-27 financial year audit.

Appendix 1 – BDO LLP Conflict of Interest Form

Cameron Sil  
Finance Manager

CONFLICT OF INTEREST WITH BDO LLP

To be completed annually and minuted at a meeting of the smaller authority.

Name of Smaller Authority	PENZANCE TOWN COUNCIL
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I confirm that there are no conflicts of interest with BDO LLP.

I confirm the following conflicts of interest (please detail below:

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This was confirmed and minuted at the following meeting:

Date of Meeting	Minute Reference

Signed (Clerk/RFO)

Print Name








Signed (Chair)

Print Name

**PENZANCE COUNCIL – 1 JUNE 2026**

**REPORT FOR DECISION**

**INTERNAL AUDIT 2025/26 END-OF-YEAR REPORT AND APPOINTMENT FOR 2026/27**

Our Culture	Our Decision Making	Our Environment	Our Money	Our People	Our Places	Our Resilience & Wellbeing
						
	✓		✓			

**Recommendations**

1. The Internal Audit Report for the financial year 2025/26 be received and noted.
2. Hudson Accounting Limited be appointed as the internal auditor for the financial year 2026/27
3. The Council confirms that it is satisfied that said internal auditor is independent from the Council's financial decision making.

**Background**

The Council is subject to an accounting and reporting regime of limited assurance as set out in the Accounts and Audit Regulations 2015. These regulations apply to every local authority in England with an annual turnover up to £6.5 million.

The section set out in the recommendation of this report makes up part of the Annual Governance and Accountability Report which must be approved individually by full Council before submission to the external Auditors, BDO LLP.

## **Internal Auditor Report for Financial Year 2025/26**

The Council's Internal Auditor, Steve Hudson of Hudson Accounting Ltd, has recently concluded the final audit review of 2025/26. A copy of their report is attached as Appendix 1.

The statement of the Council's reserves under the 'Budgets' section of the report in the audit report states the general fund position is at £1,431,148, which was correct as of 31<sup>st</sup> March 2026 and based on actual expenditure incurred for the 2025/26, this related to approximately 44% of the annual gross expenditure incurred in 2025/26, which is within the generally accepted parameters.

The 'Practitioners' Guide' which stipulates the proper practices for governance and accounts of smaller authorities, recommends that the level of general reserves should be maintained between three and twelve months of net revenue expenditure, with authorities whose budgets are more than £200,000 expected to plan towards three to six months expenditure within their reserves. If the general reserve level is too low, then it may not be enough to cover unexpected emergencies.

## **Appointment of Internal Auditor for 2026/27**

The agreement with Hudson Accounting Ltd has come to an end with the conclusion of the 2025/26 audit report. The contract may be signed by the Town Clerk from within existing budgets in accordance with Financial Regulations, specialist services (5.2. ii) and is a requirement of the Accounts and Audit Regulations 2015.

The Council needs to appoint an independent and competent person to undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes. The internal auditor must be able to demonstrate independence from the Council's financial decision making. The Clerk, RFO, any members of staff or Councillors (or close associates such as family members of those individuals) are not considered independent from the Council's financial decision making.

The relationship with the Internal Auditor is a very important one. Councillors should feel reassured through auditor testing and reporting that the adopted financial working practices comply with adopted Standing Orders, Financial Regulations and Statements of Internal Control. A good relationship has been established over the years between the Town Clerk, RFOs and Internal Auditor which has resulted in enhanced transparency for Councillors and clear objectives to secure ongoing improvements. It would be a positive step for the Town Council to secure this consistency of service.

Appendix 1: 2025/26 Internal Auditor Report

Appendix 2: Hudson Accounting Ltd – Engagement of Services 2026/27

Cameron Sil  
Finance Manager



HUDSON ACCOUNTING LTD.  
INTERNAL AUDIT REPORT:  
TO THE MEMBERS OF PENZANCE TOWN COUNCIL  
YEAR ENDED 31ST MARCH 2026.

ISSUE DATE: 01/05/2026  
ISSUED TO: TOWN CLERK & RFO

**INTRODUCTION:**

Internal auditing is an independent, objective assurance activity designed to improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

**Scope:**

The scope of the audit covers, as a minimum, the areas included in the Internal Audit Report contained in the Annual Governance & Accountability Return.

**Approach:**

Audit work is carried out in line with the Chartered Institute of Public Finance and Accountancy's Internal Audit Standards and guidance issued by the National Association of Local Councils.

Where applicable we have included reference to 'proper practice' and the associated guidance as laid out in 'Governance & Accountability for Smaller Authorities in England' which is applicable to financial years from 1st April 2025.

Selective testing was carried out and the relevant policies, procedures and controls were reviewed.

**GENERAL COMMENTS:**

We would like to thank the staff for their assistance and co-operation during the audit.

The matters raised in this report are only those which came to our attention during our internal audit work and are not necessarily a comprehensive statement of all the weaknesses that exist, or of all the improvements that may be required.

It should be noted that assurance can never be absolute. The most that the internal audit service can provide is a reasonable assurance that there are no major weaknesses in risk management, governance, and control processes. The audit does not guarantee that the accounting records are free from fraud or error.

***The review undertaken obtained a level of assurance which has allowed us to complete the Internal Audit Report element of the Annual Governance & Accountability Return with no qualifications, thus in all significant respects, the control objectives were achieved throughout the financial year to a standard adequate to meet the needs of the Council.***

We have provided a table of audit recommendations, if required, to allow for the Council's response which can be used as an ongoing monitoring tool. We would be grateful if, in due course, it is completed and returned to us.

**AUDIT COMMENTARY:****Previous Recommendations**

**There are no previous recommendations requiring action.**

**Accounting Records**

**The accounts have been properly maintained throughout the year.**

**Payments**

A sample of payments was tested to establish whether the spending decision, procurement process, certification and approval for payment were in line with Financial Regulations as well as ensuring that payments were supported by invoices, VAT was correctly accounted for, and payment controls were applied.

*Payment*

**Further testing of payments made revealed no issues to report.**

**Risk***Insurance*

**The Fidelity Guarantee has been increased to £5 million and is adequate to meet the Council's needs.**

*Data Protection & IT (Assertion 10)*

**The Council uses a .gov domain for its website and for Officer and Member e-mails.**

**There are IT and GDPR Policies in place which were reviewed in March 2026.**

**The website Accessibility Statement has been recently updated.**

**Transparency Code information is easy to find and is up to date.**

**Budgets***Setting*

**The 2026/27 budget and precept were properly approved at Full Council in January 2026.**

**Detailed estimates were provided and the impact on both earmarked and general reserves was considered.**

*Monitoring*

**Budget monitoring reports have been taken to each Committee meeting throughout the year.**

*Adequacy of Reserves*

**After allowing for earmarked reserves of £1,658,928 the general reserve stands at £1,431,148; equating to 44% of gross expenditure which is within generally accepted parameters.**

**Income**

Systems were tested to ensure that suitable controls are in place to ensure that all income is received in a timely manner, that charges are correctly applied and that any cash received is promptly receipted and banked.

*Interest*

**Interest received on the Council's investments is accurately reflected in the Ledger.**

*VAT*

**VAT claims for the year have been submitted.**

**The year-end claim is in accord with balances held in the accounting statements.**

*Allotments*

Transactions relating to the Gulval Allotment site were tested.

Tenants have been charged in line with the Agreements in place and adequate arrangements are in place to ensure payment.

*Car Parks*

Testing of income received in December and January revealed no issues to report.

#### **Petty Cash**

Petty cash is sparingly used and is adequately controlled.

#### **Assets**

The asset register has been updated to reflect acquisitions in the year and the total value of assets held has been accurately reflected in the AGAR.

#### **Payroll**

The February payroll was tested with no issues to report.

New employees have been issued with contracts of employment and have been paid in accordance with the Terms therein.

Changes in staff terms and conditions have been duly approved by Members and accurately implemented.

#### **Bank Reconciliation**

Bank reconciliations have been carried out in an accurate and timely manner throughout the year and have been reported to Members.

The year-end bank reconciliation was found to be accurate.

#### **Accounting Statements**

The accounts were produced on an income and expenditure basis and are in accord with underlying records.

Debtor and creditor balances have been properly treated.

# Annual Internal Audit Report 2025/26

## PENZANCE TOWN COUNCIL

[www.penzance-tc.gov.uk/annual-accounts-audits/](http://www.penzance-tc.gov.uk/annual-accounts-audits/)

**During** the financial year ended 31 March 2026, this authority's internal auditor acting independently and on the basis of an assessment of risk, carried out a selective assessment of compliance with the relevant procedures and controls in operation and obtained appropriate evidence from the authority.

The internal audit for 2025/26 has been carried out in accordance with this authority's needs and planned coverage. On the basis of the findings in the areas examined, the internal audit conclusions are summarised in this table. Set out below are the objectives of internal control and alongside are the internal audit conclusions on whether, in all significant respects, the control objectives were being achieved throughout the financial year to a standard adequate to meet the needs of this authority.

Internal control objective	Yes	No*	Not covered**
	<b>A.</b> Appropriate accounting records have been properly kept throughout the financial year.	✓	
<b>B.</b> This authority complied with its financial regulations, payments were supported by invoices, all expenditure was approved and VAT was appropriately accounted for.	✓		
<b>C.</b> This authority assessed the significant risks to achieving its objectives and reviewed the adequacy of arrangements to manage these.	✓		
<b>D.</b> The precept or rates requirement resulted from an adequate budgetary process; progress against the budget was regularly monitored; and reserves were appropriate.	✓		
<b>E.</b> Expected income was fully received, based on correct prices, properly recorded and promptly banked; and VAT was appropriately accounted for.	✓		
<b>F.</b> Cash payments were properly supported by receipts, all cash expenditure was approved and VAT appropriately accounted for.	✓		
<b>G.</b> Salaries to employees and allowances to members were paid in accordance with this authority's approvals, and PAYE and NI requirements were properly applied.	✓		
<b>H.</b> Asset and investments registers were complete and accurate and properly maintained.	✓		
<b>I.</b> Periodic bank account reconciliations were properly carried out during the year.	✓		
<b>J.</b> Accounting statements prepared during the year were prepared on the correct accounting basis (receipts and payments or income and expenditure), agreed to the cash book, supported by an adequate audit trail from underlying records and where appropriate debtors and creditors were properly recorded.	✓		
<b>K.</b> If the authority certified itself as exempt from a limited assurance review in 2024/25, it met the exemption criteria and correctly declared itself exempt. <i>(If the authority had a limited assurance review of its 2024/25 AGAR tick "not covered")</i>			✓
<b>L.</b> The authority published the required information on a website/webpage up to date at the time of the internal audit in accordance with the relevant legislation.	✓		
<b>M.</b> In the year covered by this AGAR, the authority correctly provided for a period for the exercise of public rights as required by the Accounts and Audit Regulations <i>(during the 2025/26 AGAR period, were public rights in relation to the 2024-25 AGAR evidenced by a notice on the website and/or authority approved minutes confirming the dates set).</i>	✓		
<b>N.</b> The authority has complied with the publication requirements for 2024/25 AGAR <i>(see AGAR Page 1 Guidance Notes).</i>	✓		
<b>O.</b> The authority has complied with laws, regulations & proper practices relating to digital and data compliance.	✓		
<b>P. (For local councils only)</b> Trust funds (including charitable) – The council met its responsibilities as a trustee.	Yes	No	Not applicable
			✓

For any other risk areas identified by this authority adequate controls existed (list any other risk areas on separate sheets if needed).

Date(s) internal audit undertaken

Name of person who carried out the internal audit

12/11/2025

25/03/2026

01/05/2026

S P HUDSON CPFA

Signature of person who carried out the internal audit

*S. P. Hudson*

Date

01/05/2026

**\*If the response is 'no' please state the implications and action being taken to address any weakness in control identified (add separate sheets if needed).**

**\*\*Note:** If the response is 'not covered' please state when the most recent internal audit work was done in this area and when it is next planned; or, if coverage is not required, the annual internal audit report **must** explain why not (add separate sheets if needed).

# LETTER OF ENGAGEMENT FOR INTERNAL AUDIT SERVICES BETWEEN HUDSON ACCOUNTING LTD. & PENZANCE TOWN COUNCIL

**Background:**

All local councils are required to maintain an adequate and effective system of internal audit of their accounting records and control systems. In addition, an internal auditor must sign off the relevant part of the Annual Governance & Accountability Return.

**Independence:**

To the best of my knowledge there are no relationships with Members, Officers or Contractors of the Council which would cause a conflict of interest or compromise the independence of any audit work undertaken.

**Scope of the Work:**

Internal audit work is carried out in accordance with proper practice guidance issued by the National Association of Local Councils (NALC) in their publication *Governance & Accountability for Local Councils* and will cover, as a minimum, all areas required to be signed off on the Annual Governance & Accountability Return.

**Period of Engagement:**

The Engagement is for the 2026/27 financial year.

**Deliverables:**

Comprehensive audit testing, reporting and completion of the internal auditor's report on the Annual Governance & Accountability Return.

**Continuity Cover**

There are no formal procedures in place for the continuity of the practice should I become unable to work due to illness, temporary or permanent incapacity, or death.

**Reporting lines**

Reports will be addressed to the Members of the Council.

**Timetable**

Interim internal audit (where provided) work will usually take place mid-year and year-end internal audit work will be completed to allow submission of the Annual Return in line with the Councils reporting deadlines.

**Fees**

For this engagement we will charge £2,500 per annum.

**Anti-Money Laundering Regulations**

We are registered with HMRC under the Money Laundering Regulations.

**Professional Indemnity Insurance**

We hold professional indemnity insurance cover to a limit of £50,000. The professional indemnity insurer is Trafalgar Insurance Company Limited, The Lloyds Building, 12 Leadenhall Street, London, EC3V 1LP.

**SIGNED ON BEHALF OF:  
HUDSON ACCOUNTING LTD:  
PENZANCE TOWN COUNCIL:  
DATED: 06/05/2026**

*S. P. Hudson*








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Directors: Steve Hudson BA (Hons), C.P.F.A.  
Company Registration: 6935832 (England & Wales)  
Registered Office: Brynmor, St. Ives Road, Carbis Bay, St. Ives, Cornwall, TR26 2SF

**PENZANCE COUNCIL – 1 JUNE 2026**

**REPORT FOR DECISION**

**STATEMENT OF INTERNAL CONTROL**

Our Culture	Our Decision Making	Our Environment	Our Money	Our People	Our Places	Our Resilience & Wellbeing
						
	✓					

**Recommendation:**

The Statement of Internal Control, as set out at Appendix 1 to this report, be approved.

**Background:**

Penzance Council is required to review the effectiveness of the system of internal control annually as per regulation 6 of the Accounts and Audit Regulations 2015 and must do this ahead of approving the Annual Governance Statement to be able to agree with statement 2 – *“We maintained an adequate system of internal control including measures designed to prevent and detect fraud and corruption and reviewed its effectiveness”*.

The Statement of Internal Control, Financial Regulations and Standing Orders were all last reviewed and updated together in June 2025. Currently, there are no proposed changes to financial regulations or standing orders, so the authority is only required to review the Statement of Internal Control to satisfy the governance and audit requirement.

Appendix 1 – Statement of Internal Control

Cameron Sil  
Finance Manager



# PENZANCE COUNCIL

## Statement of Internal Control

### CURRENT DOCUMENT STATUS

Version:	6	Approving Body:	Full Council
Date:	06/03/2023	Date of Approval:	02/06/2025
Responsible Officer:	RFO	Minute Reference:	29c(3)
Overview Committee:	Finance & General Purposes	Review Date:	May 2026

### VERSION HISTORY

DATE	VERSION	AUTHOR/EDITOR	COMMENTS
06/03/23	6	CS	With Task & Finish Group
08/04/2019	5		
26/03/2018	4		
26/06/2017	3		

### REVIEW RECORD

DATE	TYPE OF REVIEW	COMPLETED BY
31/03/2022	Minor Update	CS
20/05/2024	Minor Update	CS
23/05/25	Minor Update	CS



# PENZANCE COUNCIL

## Statement of Internal Control

## **1. Introduction**

- 1.1. Penzance Town Council (referred to as Penzance Council or the Council) is a local authority funded by public money and is responsible for ensuring its business is conducted in accordance with the law and proper standards and that public money is safeguarded, properly accounted for, used economically, efficiently and effectively.
- 1.2. In meeting this responsibility assurance is required that there is a sound system of internal control and that the Council's accountability framework is 'risk' based; proportionate to that risk and to the amounts of public money involved and to the stakeholders' need for assurance.
- 1.3. The system of internal control is designed to ensure that risks are managed to a reasonable and acceptable level forming part of an ongoing process designed to identify and prioritise the risks to the authority's policies, aims and objectives and to evaluate and manage those risks accordingly.
- 1.4. This Statement of Internal Control should be read in conjunction with Penzance Council's Standing Orders and Financial Regulations. It provides details of the methodology by which the Council affords itself protection in the day-to-day operation of its accounting procedures.
- 1.5. The Council reviews its Standing Orders, Financial Regulations and Statement of Internal Control at least annually to ensure compliance with current legislation and best practice.

## **2. Internal and External Audit (Financial Regulation 2)**

- 2.1. The Council appoints an Internal Auditor in accordance with its Financial Regulations and is responsible for ensuring that the person appointed meets the competency and independence requirements.
- 2.2. The External Auditor is independently appointed by the Smaller Authorities' Audit Appointments every 5 years. The External Auditor examines the Annual Governance and Accountability Return (AGAR) and any other documents specifically requested.

## **3. Budgets (Financial Regulations 3 and 4)**

- 3.1. The Council approves an annual budget having regard to a three-year forecast prepared by each of its budget-holding Committees. The budget is the basis of financial control for the ensuing year.
- 3.2. The Council's Responsible Financial Officer (RFO) presents regular budget monitoring reports to each meeting of the Finance and General Purposes

Committee highlighting any areas of concern or significant variances.

- 3.3. A year-to-date budget comparison of income and expenditure actually received and spent against the amounts approved by Council is presented to the Finance & General Purposes committee meetings.
- 3.4. Expenditure which exceeds the amount provided in the revenue budgets requires the approval of Council which must fully consider the implications in doing so.

#### **4. Orders and Procurement (Financial Regulation 10)**

- 4.1. No orders for goods or services are placed without the consent of a budget holder, Town Clerk or RFO who will authorise the order in accordance with Financial Regulation 10.1.
- 4.2. In placing an order, officers are required to identify the budget and must comply with Financial Regulation 4, which sets out the authority to spend, and to ensure best value.
- 4.3. Purchase orders shall be retained for the requisite period (currently six years) with the annual accounts and supporting papers. The purchase order number should be quoted on the invoice.

#### **5. Authorising Payments (Financial Regulation 4/5/6)**

- 5.1. Invoices for payment are dated on receipt, when posted to the office and presented to the finance team or emailed electronically by the supplier.
- 5.2. The Finance team check the invoice against the relevant purchase order to ensure arithmetical accuracy and that VAT, when charged, has been correctly calculated.
- 5.3. The relevant budget holder then authorises payment to be made after doing a further check of the details against the purchase order where provided and is satisfied the work or supplies delivered meet their expectations.
- 5.4. The Finance team prepares a weekly payments list of authorised expenditure which is then requested to a Councillor on the bank mandate to approve through Online Banking or for two councillors to counter-sign a cheque, where needed.
- 5.5. All payments are made within 28 calendar days of the invoice date, unless other agreement made prior to placing the order; the Council seek to accommodate shorter payment terms, but this is not always possible due to the complex banking arrangement which new suppliers should be made aware of.
- 5.6. The Finance team prepares a schedule of payments made the Finance and General Purposes Committee to receive and accept by resolution for the latest month-end, for each cycle of meetings.

Approved & Adopted by Council: 2 June 2025

5.7. The payment limits, as prescribed by the Financial Regulations, are applied as part of the authorisation process.

## **6. Salaries (Financial Regulation 7)**

6.1. The payments of employee salaries are facilitated by the Council's appointed payroll provider, at the approval of the RFO who checks the pay reports produced in advance of the month's pay day. The payroll provider ensures compliance with PAYE and National Insurance legislation and in accordance with Cornwall Council Superannuation Fund requirements. Payments to HMRC and to Cornwall Council's Pension Fund are made by the due date (currently the 19th of the succeeding month for HMRC). The payroll reports provide a summary overview of the pay month, and a more detailed breakdown for each department and by employee. Employee salaries are paid electronically by BACS, on or before the 28<sup>th</sup> of each calendar month, in accordance with Financial Regulation 6.9.

6.2. Officers are employed on National Joint Council Conditions of Service and the outcome of any negotiations between the employer's and employees' representatives are reported to Council as part of the budgetary process in December or by no later than January each year and are approved as part of the budget and the resolution confirming the precept.

6.3. Where the employers and employees' representatives have not reached agreement, the Council may include an estimate as is deemed necessary to protect its position.

6.4. Incremental increases which form part of the employees' contracts are included in the salary calculations presented to Council as part of the budgetary process. Any other ad hoc changes must be approved by the Council or a duly delegated Committee.

## **7. Income (Financial Regulation 9)**

7.1. Invoices for services provided by the Council (e.g., allotments, rents etc) are prepared in accordance with the scale of fees determined by the Council. The fees are approved annually in advance of the budget setting process.

7.2. Income received at the Council's office is checked for accuracy against the invoice and a receipt issued where requested. The monies are held securely pending collection by the Council's secure banking service. A copy of the receipt is retained for office records.

7.3. Where income is collected and no machine generated reports are produced, two officers are present at collection and counting of the monies.

7.4. The banking of receipts is the responsibility of a nominated officer in each business area, and monies are transferred to Penlee Centre as soon as practical.

The RFO will ensure that nominated officers hold no more than £1,000 un-deposited at any one time.

7.5. Individual Senior Managers will undertake risk assessments to ensure Officers transferring funds to Penlee Centre remain safe.

7.6. Any unpaid debts over £100 at the end of the financial year and are unlikely to be recovered are reported to the next meeting of the Finance and General Purposes Committee.

## **8. Bank Reconciliations (Financial Regulation 2)**

8.1. As part of the audit process, the RFO ensures the quarterly reconciliation between all the accounts and the corresponding bank statements balances.

8.2. The bank statements, having been reconciled by the Finance team are presented to a non-signatory Councillor, and both the RFO, Finance Officer and Councillor confirms the reconciliation as correct by signature on the balance sheet produced from the finance system and on the front of the bank statement.

8.3. The bank reconciliations are presented to the Finance and General Purposes Committee for the latest month-end, for each cycle of meetings.

## **9. Accounting Books and Reports to Council (Financial Regulations 4 and 9)**

9.1. The RFO ensures that all payments made, and income received are entered into the finance system. On a regular basis. This ensures an up-to-date financial position is known to aid informed decision making and enables the production of monthly reports and reconciliations.

9.2. The RFO produces a financial report detailing payments made, budget position and bank and cash reconciliations to the Finance and General Purposes Committees for the latest month-end, for each cycle of meetings.








## **10. Risk Management (Financial Regulation 17)**

10.1. The Town Clerk prepares the risk management policy statements for approval by the Council which are reviewed annually, and the Council's Financial Regulations and Statement of Internal Control are reviewed as part of this process. Standing Orders are also reviewed to ensure compliance with any legislative changes.

## **11. Insurance and Register of Assets (Financial Regulations 14 and 15)**

11.1. The RFO maintains an accurate Register of Assets for the purposes of insurance and in consultation with the Town Clerk, annually reviews the Council's insurance policies to ensure adequate cover is maintained.

**PENZANCE COUNCIL – 1 JUNE 2026****REPORT FOR DECISION****ANNUAL GOVERNANCE AND ACCOUNTING STATEMENT 2025/26**

<b>Our Culture</b>	<b>Our Decision Making</b>	<b>Our Environment</b>	<b>Our Money</b>	<b>Our People</b>	<b>Our Places</b>	<b>Our Resilience &amp; Wellbeing</b>
						
	✓		✓			

**Recommendations**

1. The Annual Governance Statement for the financial year 2025/26, as set out at Appendix 1 to this report, be approved.
2. The Accounting Statement for the financial year 2025/26, as set out at Appendix 2 to this report, be approved.
3. The Council's Reserve position on 31 March 2026, as set out at Appendix 3 to this report, be noted.

**Background**

The Council is subject to an accounting and reporting regime of limited assurance as set out in the Accounts and Audit Regulations 2015. These regulations apply to every local authority in England with an annual turnover up to £6.5 million.

The two sections set out in the recommendations to this report make up sections 1 and 2 of the Annual Governance and Accountability Report which must be approved individually by council before submission to the external Auditors, BDO LLP.

**Annual Governance and Accountability Return 2025/26**

The Annual Governance Statement for 2025/26 is attached as Appendix 1.  
The Council's Accounting Statement for 2025/26 is attached as Appendix 2.

This information is extracted from the Council's financial accounting system and is presented as a record of all receipts and payments for the financial year, adjusted to include any debtors and creditors and reported on an Income and Expenditure basis. The Council is required to agree the Governance and Accounting Statement as part of its annual return.

## **Council's Reserves position on 31 March 2026**

The Council's earmarked reserve balances on 31 March 2026 are attached as Appendix 3.

The Council's reserve (including earmarked reserves) position as of 31 March 2026 stands at **£3,090,076**, which is the carried forward figure in box 7 on the Accounting Statement of the AGAR. £1,658,928 of the reserve balance is made up of earmarked reserves and the remainder of £1,431,148 makes up the General Reserve.

The auditor requires councils to maintain a General Reserve balance equivalent of a minimum of 3 months (25%) of the council's revenue expenditure for the year and a maximum of 12 months, as stipulated in the Practitioners' Guide on governance and accountability for smaller authorities in England.

For the financial year ending 31 March 2026, expenditure was £3,288,858, therefore a general reserve level of £1,431,148 equates to 44%, or 5.2 months, which is within the generally accepted parameters.

For the current financial year, ending 31 March 2027, expenditure in the approved budget is projected to be £2,662,010, therefore a general reserve level of £1,431,148 equates to 54% or 6.5 months.

Appendix 1 – Annual Governance Statement 2025/26

Appendix 2 – Accounting Statement 2025/26

Appendix 3 – Earmarked Reserve Position at 31 March 2026

Cameron Sil  
Finance Manager

## Section 1 – Annual Governance Statement 2025/26

We acknowledge as the members of:

ENTER NAME OF AUTHORITY

our responsibility for ensuring that there is a sound system of internal control, including arrangements for the preparation of the Accounting Statements. We confirm, to the best of our knowledge and belief, with respect to the Accounting Statements for the year ended 31 March 2026, that:

	Agreed		'Yes' means that this authority:
	Yes	No*	
1. We have put in place arrangements for effective financial management during the year, and for the preparation of the accounting statements.			<i>prepared its accounting statements in accordance with the Accounts and Audit Regulations.</i>
2. We maintained an adequate system of internal control including measures designed to prevent and detect fraud and corruption and reviewed its effectiveness.			<i>made proper arrangements and accepted responsibility for safeguarding the public money and resources in its charge.</i>
3. We have assured ourselves that there are no matters of actual or potential non-compliance with laws, regulations and Proper Practices that could have a significant financial effect on the ability of this authority to conduct its business or manage its finances.			<i>has only done what it has the legal power to do and has complied with Proper Practices in doing so.</i>
4. We provided proper opportunity during the year for the exercise of electors' rights in accordance with the requirements of the Accounts and Audit Regulations.			<i>during the year gave all persons interested the opportunity to inspect and ask questions about this authority's accounts.</i>
5. We carried out an assessment of the risks facing this authority and took appropriate steps to manage those risks, including the introduction of internal controls and/or external insurance cover where required.			<i>considered and documented the financial and other risks it faces and dealt with them properly.</i>
6. We maintained throughout the year an adequate and effective system of internal audit of the accounting records and control systems.			<i>arranged for a competent person, independent of the financial controls and procedures, to give an objective view on whether internal controls meet the needs of this smaller authority.</i>
7. We took appropriate action on all matters raised in reports from internal and external audit.			<i>responded to matters brought to its attention by internal and external audit.</i>
8. We considered whether any litigation, liabilities or commitments, events or transactions, occurring either during or after the year-end, have a financial impact on this authority and, where appropriate, have included them in the accounting statements.			<i>disclosed everything it should have about its business activity during the year including events taking place after the year end if relevant.</i>
9. (For local councils only) Trust funds including charitable. In our capacity as the sole managing trustee we discharged our accountability responsibilities for the fund(s)/assets, including financial reporting and, if required, independent examination or audit.	Yes	No	N/A <i>has met all of its responsibilities where, as a body corporate, it is a sole managing trustee of a local trust or trusts.</i>
10. We have put in place arrangements for the effective IT and data management in accordance with proper practices during the year under review.			<i>has made suitable arrangements for its IT and data management and has complied with proper practices in doing so.</i>

**\*Please provide explanations to the external auditor on a separate sheet for each 'No' response and describe how the authority will address the weaknesses identified. These sheets must be published with the Annual Governance Statement.**

This Annual Governance Statement was approved at a meeting of the authority on:

DD/MM/YYYY

and recorded as minute reference:

MINUTE REFERENCE

Signed by the Chair and Clerk of the meeting where approval was given:

Chair

SIGNATURE REQUIRED

Clerk

SIGNATURE REQUIRED

ENTER PUBLICLY AVAILABLE WEBSITE/WEBPAGE ADDRESS

## Section 2 – Accounting Statements 2025/26 for

## PENZANCE TOWN COUNCIL

	Year ending		Notes and guidance
	31 March 2025 £	31 March 2026 £	
1. Balances brought forward	2,187,170	2,911,140	Total balances and reserves at the beginning of the year as recorded in the financial records. Value <b>must</b> agree to Box 7 of previous year.
2. (+) Precept or Rates and Levies	2,306,332	2,499,750	Total amount of precept (or for IDBs rates and levies) received or receivable in the year. Exclude any grants received.
3. (+) Total other receipts	799,211	971,058	Total income or receipts as recorded in the cashbook less the precept or rates/levies received (line 2). Include any grants received.
4. (-) Staff costs	1,138,227	1,243,406	Total expenditure or payments made to and on behalf of all employees. Include gross salaries and wages, employers NI contributions, employers pension contributions, gratuities and severance payments.
5. (-) Loan interest/capital repayments	0	0	Total expenditure or payments of capital and interest made during the year on the authority's borrowings (if any).
6. (-) All other payments	1,243,345	2,048,466	Total expenditure or payments as recorded in the cashbook less staff costs (line 4) and loan interest/capital repayments (line 5).
7. (=) Balances carried forward	2,911,140	3,090,076	Total balances and reserves at the end of the year. <b>must</b> equal (1+2+3) - (4+5+6).
8. Total value of cash and short term investments	2,982,279	3,151,640	The sum of all current and deposit bank accounts, cash holdings and short term investments held as at 31 March – <b>To agree with bank reconciliation.</b>
9. Total fixed assets plus long term investments and assets	4,294,488	4,909,217	The value of all the property the authority owns – it is made up of all its fixed assets and long term investments as at 31 March.
10. Total borrowings	0	0	The outstanding capital balance as at 31 March of all loans from third parties (including PWLB).

For Local Councils Only	Yes	No	
11 Do the figures in the accounting statements above exclude any trust transactions?	✓		For guidance refer to the Practitioners' Guide sections 2.31 to 2.33.

I certify that for the year ended 31 March 2026 the Accounting Statements in this Annual Governance and Accountability Return have been prepared on either a receipts and payments or income and expenditure basis following the guidance in Governance and Accountability for Smaller Authorities – a Practitioners' Guide to Proper Practices and present fairly the financial position of this authority.

**Signed by Responsible Financial Officer before being presented to the authority for approval.**

CAMERON S. L. IREDALE

Date

05/05/2026

I confirm that these Accounting Statements were approved by this authority on this date:

DD/MM/YYYY

as recorded in minute reference:

MINUTE REFERENCE

Signed by Chair of the meeting where the Accounting Statements were approved

SIGNATURE REQUIRED

Penzance Council Earmarked Reserves							
Account	April to March 2027						
	31st March 2026	Budget Additions	Releases from Reserve	Other Additions	Spend Against Budget	Re-allocation of Funds	31st March 2027
<b>Leisure and Amenities</b>							
Wellfields Car Park Maintenance	85,149.01	30,000					115,149
Machinery Replacement	41,975.69	-					41,976
Penlee Park Play Equipment	65,000.00	21,000					86,000
Allotment Provision	41,000.00	-					41,000
Public Toilet Refurbishment	57,852.63	13,000			- 5,000		65,853
Penzance AFC	29,406.00	-					29,406
Tree Maintenance	40,070.00	-					40,070
Penlee Park Infrastructure	80,131.60	7,000					87,132
Open Spaces Boundary Repair	31,530.12	7,000					38,530
Wherrytown Skate Park Maintenance	45,828.82	17,000					62,829
War Memorial Maintenance	30,000.00	-					30,000
Alexandra Playpark & Tennis Courts	68,704.86	20,000					88,705
Foxes Lane Playpark	31,500.00	13,000					44,500
Princess May Recreation Ground	51,885.63	-					51,886
Utility Billing	6,000.00	-					6,000
Outdoor Gym	13,500.00	7,000					20,500
Penlee Park Lodge	10,000.00	10,000					20,000
<b>Committee Total</b>	<b>729,534.36</b>	<b>145,000</b>	<b>-</b>	<b>-</b>	<b>- 5,000</b>	<b>-</b>	<b>869,534</b>








Account	April to March 2027						
	31st March 2026	Budget Additions	Releases from Reserve	Other Additions	Spend Against Budget	Re-allocation of Funds	31st March 2027
<b>Arts &amp; Culture</b>							
Acquisition Fund	8,930.00	0					8,930
Conservation Fund	2,426.00	0					2,426
Penlee House Building Fund	240,660.15	8,000			-178,880		69,780
Coach House Building Fund	3,276.22	9,000					12,276
Penlee House Plant Fund	162,700.04	96,000					258,700
Penlee House Visitor Experience (Formerly Orangery Equipment)	7,349.44	3,000					10,349
Christmas Lighting Infrastructure	27,500.00	0	-27,500				0
<b>Committee Total</b>	<b>452,842</b>	<b>116,000</b>	<b>-27,500</b>	<b>0</b>	<b>-178,880</b>	<b>0</b>	<b>362,462</b>

Account	April to March 2027						
	31st March 2026	Budget Additions	Releases from Reserve	Other Additions	Spend Against Budget	Re-allocation of Funds	31st March 2027
<b>Finance &amp; General Purposes</b>							
Penlee Centre Building Fund	85,318.29	0					85,318
Elections Fund	15,947.43	14,000					29,947
Devolution of Services (Allocated)	194,808.00	0					194,808
IT Replacement	20,131.08	10,000					30,131
HR Contingency Fund	28,349.35	10,000			-23,785		14,564
Devolution - Unallocated	29,011.85	0					29,012
Neighbourhood Plan	0.00	10,000					10,000
Events	4,583.27	0					4,583
Legal Contingency	11,000.00	0					11,000
CIL Funds	48,030.27	0					48,030
Town Deal Projects	0.18	25,000					25,000
Staff Training	10,000.00	0					10,000
Town CCTV Infrastructure	29,372.43	15,000			-5,610		38,762
<b>Committee Total</b>	<b>476,552</b>	<b>84,000</b>	<b>0</b>	<b>0</b>	<b>-29,395</b>	<b>0</b>	<b>531,157</b>
<b>April to March 2027</b>							
	<b>31st March 2026</b>	<b>Budget Additions 26/27</b>	<b>Releases from Reserve</b>	<b>Other Additions</b>	<b>Spend Against Budget</b>	<b>Re-allocation of Funds</b>	<b>31st March 2027</b>
<b>Council Totals</b>	<b>1,658,928.36</b>	<b>345,000</b>	<b>-27,500</b>	<b>0</b>	<b>-213,275</b>	<b>0</b>	<b>1,763,153</b>
*reconciled with balance sheet							

**PENZANCE COUNCIL – 1 JUNE 2026**

**REPORT FOR DECISION**

**INVESTMENT STRATEGY REVIEW**

Our Culture	Our Decision Making	Our Environment	Our Money	Our People	Our Places	Our Resilience & Wellbeing
						
	✓		✓			

**Recommendation:**

The Investment Strategy for 2026/27, as set out at Appendix 1 to this report, be adopted and the Investment Report of 2025/26, set out therein, be noted.

**Background:**

Last updated in 2025, the investment strategy should be re-adopted annually and provides an update of shares received from investments in the prior financial year.

Statutory guidance on local government investments is issued under the Local Government Act and covers all local authorities in England where investments exceed £100,000 at any time.

The investment strategy for the coming year will continue to collect dividends from shares in Pennon Group and to accrue interest from reserves kept in deposit savings accounts and the Public Sector Deposit Fund from CCLA.

the Town Clerk is given delegation to vote at Pennon Group’s Annual General Meeting as a shareholder on behalf of the Council with the adopted strategic aims in mind.

Appendix 1 – Investment Strategy 2026/27

Cameron Sil  
Finance Manager



# PENZANCE COUNCIL

## Investment Strategy

### CURRENT POLICY STATUS

Version:	4	Approving Body:	Penzance Council
Date:	01/06/26	Date of Approval:	
Responsible Officer:	Finance Manager	Minute Reference:	
Overview Committee:	Penzance Council	Review Date:	May 2026

### VERSION HISTORY

DATE	VERSION	AUTHOR/EDITOR	COMMENTS
22.05.23	1	CS	Update to Policy and Format
20.05.24	2	CS	Annual Update
02.06.25	3	CS	Annual Update

## 1. INTRODUCTION

Penzance Council (*‘the Council’*) acknowledges the importance of prudently investing the temporary surplus funds held on behalf of the community. This Strategy complies with the revised requirements set out in the Department of Levelling Up, Housing and Communities ‘Guidance on Local Government Investments’ and considers Section 15(1)(a) of the Local Government Act 2003 and also guidance within ‘Governance and Accountability for Local Councils Practitioners Guide 2023’.

The Local Government Act 2003 states that a local authority may invest:

- For any purpose relevant to its functions under any enactment.
- For the purpose of prudent management of its financial affairs.

The Council defines its treasury management activities as *“the management of the Council’s cash flows, its banking and money market transactions, the effective control of the risks associated with those activities, and the pursuit of best value performance consistent with those risks”*.

## 2. POLICY

This strategy establishes formal objectives, policies, practices and reporting arrangements for the effective management and control of the council’s treasury management activities and the associated risks. It should be read in conjunction with the council’s Financial Regulations.

## 3. INVESTMENT OBJECTIVES

3.1 The Council’s investment priorities in order of importance are:

- the security of reserves,
- the adequate liquidity of its investments, and
- the optimum return on its investments commensurate with proper levels of security and liquidity.

3.2 All investments will be made in Pounds sterling.

3.3 The Department for Levelling Up, Housing and Communities maintains that borrowing of monies purely to invest, or to lend and make a return, is unlawful and the Council will not engage in such activity.

3.4 The Council will monitor the risk of loss on investments by reviewing credit ratings on a regular basis. The Council will only invest in institutions of high credit quality, based on information from credit rating agencies.

3.5. Investments will be spread over different providers, where appropriate, to minimise risk.

3.6 The Council will aim to make ensure new investments pursued will meet the adopted strategic objectives.

#### **4. SPECIFIED OBJECTIVES**

4.1 Specified Investments are those offering high security and high liquidity, made in sterling and with a maturing of no more than a year. Such short-term investments made with the UK Government or a local authority or town or parish council will automatically be Specified Investments.

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

- Deposits with banks, building societies, local authorities or other public authorities
- Other approved public sector investment funds, with credit rating scores of 'AAA'.

4.3 The choice of institution and length of deposit for Specified Investments shall be delegated to the Town Clerk following consultation with the Responsible Financial Officer.

4.4 The Council will aim to achieve the optimum return on its investments commensurate with the proper level of security and liquidity.

#### **5. NON-SPECIFIED INVESTMENTS**

5.1 These investments have greater potential risk – examples include investment in the money market, stock and shares. Given the unpredictability and uncertainties surrounding such investments, the Council will not make any further investments of this type.

#### **6. LIQUIDITY OF INVESTMENTS**

6.1 The Town Clerk, following consultation with the Responsible Financial Officer (RFO), will determine the amounts and maximum period for which funds may be prudently invested, in Specified Investments, so as not to compromise liquidity.

6.2 The physical placement of surplus funds in Specified Investments shall be delegated to the RFO.

- 6.3 Credit Ratings will be monitored at regular intervals, if the credit rating falls, the Town Clerk, following consultation with the Responsible Financial Officer (RFO), will decide on the appropriate action.
- 6.4 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.

## **7. LONG TERM INVESTMENTS**

- 7.1 Long term investments are defined in the Guidance as greater than 12 months.
- 7.2 The Council will not enter any new long-term investments for the 2026/27 financial year.

## **8. INVESTMENT STRATEGY 2026-27**

- 8.1 The Council's long-term investment in Pennon Group plc, of 162 ordinary shares continues with dividends being paid throughout the year which are reported to the Finance and General Purposes Committee meetings. The Town Clerk, following consultation with the Responsible Financial Officer (RFO) is given delegation to vote at the company's Annual General Meeting.
- 8.2 For 2026-27 the Council will continue to invest surplus reserves and earmarked reserves into short-term interest accruing savings accounts and the Public Sector Deposit Fund by CCLA, where the Council's Responsible Financial Officer deems most appropriate. It is guaranteed that £35,000 will be earned in interest from a fixed-term deposit fund which matures during the year, in addition to the interest that will be earned from the other variable investments.

## **9. END OF YEAR INVESTMENT REPORT**

- 9.1 Investment forecasts for 2025/26 were revised up from the original level anticipated from £40,000 to £75,000, with a final outturn of £83,864 received from Investments, Interest and Savings. This is a similar level to what was received in the prior year, of £86,308.
- 9.2 The Council received £55.27 from the shares held with Pennon Water in 2025/26, which is down from £277.68 received in 2024/25, however in 2023/24, only £69.23 was received also. The amount of dividends paid is based on the company's performance in the year and as the share type is 'ordinary', no dividend is guaranteed, and the declared dividends are approved as part of the annual general meeting.








## **10. REVIEW AND AMENDMENT OF REGULATIONS**

10.1 This investment Strategy will be reviewed at least annually to reflect any legislative changes and to provide the opportunity for the current arrangements to be updated where necessary.

## **11. PUBLICATION**

11.1 The Council's Investment Strategy will be published on the website, [www.penzance-tc.gov.uk](http://www.penzance-tc.gov.uk).

**PENZANCE COUNCIL – 1 JUNE 2026****REPORT FOR DECISION****JUBILEE POOL – 2026/27 STRATEGIC GRANT AND SERVICE LEVEL AGREEMENT**

Our Culture	Our Decision Making	Our Environment	Our Money	Our People	Our Places	Our Resilience & Wellbeing
						
			✓		✓	

**Recommendation:**

1. The Service Level Agreement between Jubilee Pool Penzance Ltd (JPPL) and Penzance Council for the 2026/27 Financial Year, as set out at Appendix 2 to this report, be approved.
2. Subject to (1.) above, said Service Level Agreement be signed by the Town Mayor and Town Clerk on behalf of Penzance Council.

**Background:**

Each year, as part of its budget setting process, Penzance Council reviews its strategic grant commitments to outside organisations. On 19 January 2026 the Council resolved to maintain its funding contribution for the 2026/27 financial year at £40,000, subject to a review and report from JPPL detailing last year's delivery and their revised seasonal operational plan.

Members will recall that an amendment was made to the previous agreement, with funding allocated on the basis of:

- £10,000 to fund the concession scheme providing free access to Jubilee Pool for all under 16s in the Penzance Parish;
- £30,000 as a winter maintenance and storm damage contribution, with any unspent funding set aside to create a storm damage reserve;
- The discount for all other residents of Penzance Parish being retained;
- Penzance Council's Service Level Agreement with JPPL including the continued commitment not to use single use plastics.

The Town Clerk, alongside Cllr Lapin in his JPPL Board representative role has been working with the recently appointed Chief Operating Officer for Jubilee Pool and the 2026/27 Operational Delivery Plan, which is set out at Appendix 1 to this report, reflects a change of emphasis with a strategic focus on securing the long-term sustainability of the organisation:

*‘Strategic Aims:*

***Successful, sustainable seasonal operation:*** Cement our return to seasonal operation, proving its viability as a sustainable financial model for JPPL.

***Quality delivery & experience:*** Deliver well-planned, high-quality activities and events whilst improving our overall offering.

***Increased auxiliary income:*** Generate additional income through better use of existing facilities.

***Creating a platform for a sustainable future:*** Develop and launch our two-phase National Lottery Heritage Fund project.

*Whilst continuing to prove the viability of our seasonal operational model, delivering consistently high quality services, maximising income from existing facilities, developing a robust platform for future sustainability, and balancing risk and opportunity. JPPL has committed to ensuring our community can access and enjoy the facilities while developing the next 5 years strategic plan.’*

On this basis the Service Level Agreement between Jubilee Pool Penzance Ltd (JPPL) and Penzance Council for the 2026/27 Financial Year, as set out at Appendix 2 to this report is recommended for approval in order to maintain Penzance Council’s contribution to both the affordability and accessibility of facilities for Parish residents and to the sustainability and maintenance of the Jubilee Pool as an important asset.

Appendix 1 – Jubilee Pool Penzance Ltd 2026/27 Operational Delivery Plan

Appendix 2 – Jubilee Pool Penzance Ltd 2026/27 Service Level Agreement

James Hardy  
Town Clerk



# **OPERATIONAL DELIVERY PLAN 2026-27**

**Giles Gould  
COO  
May 2026**

## 1. Executive Summary

Our operational delivery plan for 2026/27 reflects a change of emphasis as we consolidate our position, whilst carrying out a full and frank analysis of what we do, how it impacts us and its return on investment. Whilst not everything that we deliver is driven by a need to generate a profit, it is critical that we urgently address our financial performance if we are to realistically plan for our centenary.

During the coming year, we will continue to refine this operational model while focusing on five essential areas of development. Throughout all these developments, we remain committed to ensuring our community can access and enjoy our facilities while we work to secure additional revenue opportunities that will support our future sustainability.

### **Seasonal Operation**

We will maintain our seasonal operational model throughout 2026/27, ensuring we retain our experienced core team during winter months to maintain operational continuity.

### **Quality and Customer Experience**

Our programme of activities will reflect our underlying ethos of access and community engagement, driven by demand, but balancing risk against reward, financial or otherwise.

We will be launching a new menu in the café, as well as new retail ranges, aiming to enhance customer expectations. Retail opportunities are tied to a sense of place, Cornwall, The Sea, and sustainability. The café menu is designed to increase speed of service, deliver consistent gross profit percentages, reduce waste, and deliver a menu that is in line with the demands of the customer. We will focus on delivering the visit a customer wants, as opposed to the visit we think they should have.

### **Income Growth**

We are looking to reinvigorate our wedding and private hires business, rebuilding relationships and focusing on profit derived from these events, ensuring that we fully understand the cost and commitment of delivering such events, and thus reflecting this in our pricing model. We will continue to work to expand our location hire media opportunities, and we will rationalise our ticketed events programme, taking balanced and proportional risk decisions.

### **Future Sustainability**

The development of a National Lottery Heritage Fund (NLHF) application represents a significant step toward securing our long-term future. We will implement immediate facility improvements while developing comprehensive plans for sustainable long-term operations.

### **Responsibility and Accountability**

We will be spending time this year ensuring that team members are aware of their responsibilities, to themselves, the team and the site, and that they are accountable for their actions. This manifests itself in a number of ways, for example personal behaviours, sustainable purchasing, and financial expediency.

## 2. 2026/27 Strategic Overview

Throughout the coming year, our strategic focus will centre on securing the long term sustainability of our organisation. We will achieve this through continuing to prove the viability of our seasonal operational model, delivering consistently high quality services, maximising income from our existing facilities, developing a robust platform for future sustainability, and balancing risk and opportunity. This year will also see us create JPPL's next five year strategic plan, setting our direction for the years ahead.

### Strategic Aims

**Successful, sustainable seasonal operation:** Cement our return to seasonal operation, proving its viability as a sustainable financial model for JPPL.

**Quality delivery & experience:** Deliver well-planned, high-quality activities and events whilst improving our overall offering.

**Increased auxiliary income:** Generate additional income through better use of existing facilities.

**Creating a platform for a sustainable future:** Develop and launch our two-phase NLHF project.

### Performance indicators:

#### Seasonal Operation

- Deliver performance in line with budgeted expectations
- Ensure staffing levels are delivered in line with budget
- Reinforce messaging with stakeholders why we do what we do, providing context
- Advertise all pre-planned closure periods in advance, deconflicting with peak demand
- Reintroduce monthly newsletters

#### Quality and Customer Experience

- Fill 80% of programmed activities
- Aim to actively respond to customer feedback within 2 days
- Answer the telephone within 5 rings
- Achieve 90% positive reviews
- Achieve GP of 65% in the café
- Achieve GP of 55% in the shop
- Ensure all events, hires etc have appropriate contracts, with T&Cs

#### Income Growth

- Deliver 4-6 weddings/large private events
- Boost location booking income
- Achieve car park income targets
- Ensure ticketed events have a basic business plan behind them
- Attend 6 local business networking events to bolster reputation and reach
- Host at least 1 local business network event

### Future Sustainability

- Deliver NHLF project by end of September
- Review feasibility studies and assessments by end of October
- Agree on an approach to a Phase 2 application
- Interpret the user and non-user survey data to aid future strategy
- Complete 5-year strategic plan by end of 2026, to guide 2027 approach

### Responsibility and Accountability

- Assign key team members as owners of individual budget lines
- Monthly monitoring and feedback to team of expenditure, within 3 weeks of end of month
- Weekly reporting of income performance
- Introduce single communications channel, rota and GPS time-clocking for casual/seasonal staff
- Introduce brand values and organisational behaviours by the end of December

### Key Audiences:

We're focusing on six key groups:

**Penzance Residents:** in line with PZTC grant award

**West Cornwall Residents:** in line with awards from local Parish councils

**Swim Community:** Building an appropriate swimming hub for all abilities

**Working Community:** Keeping early and late sessions for those who work

**Swim and Water Sports Clubs:** Working with local groups to host events

**Shareholders:** Better communication with regular updates

## 3. Seasonal Operation

The transition to seasonal operation during 2024/25 has proven highly successful in improving our business viability. Our financial projections show significantly reduced losses compared to previous years, validating this operational approach.

Looking ahead to 2026/27, our budget maintains strict expenditure control while maximising the potential of our existing facilities. We face ongoing challenges in the current financial climate, particularly with increases to employers' National Insurance contributions and further rises in the national minimum wage.

Our recruitment strategy began in March, allowing adequate time for staff selection and training before the peak season. We'll continue to utilise HR support to maintain efficient, compliant recruitment processes throughout the season. Seasonal staff contracts will run until October, after which we retain only our core team, with the exception of a small permanent café team for year round operations.

We have pre-planned required closure periods, and all of these avoid peaks, such as Bank Holidays. We are reintroducing monthly newsletters to reinforce our messaging, other than solely social media, and this will include regular updates to what we do and why, providing both historical and operational context.

## 4. Quality and Customer Experience

### Our Offering

Delivering high quality activities, events and classes remains our priority for the coming year. We have held standard prices static for this year, but have made a few small tweaks

- Introducing a sauna membership ticket
- Introducing a late entry ticket for the school holidays, for 90 minute access at the end of each day @ £4 adult, £2.50 children
- Introducing a poolside spectator ticket @ £2.50
- Inflatable sessions will now be 45 minute sessions, and a 15 minute inspection, limiting capacity to 4 children per piece of equipment, in line with H&S requirements.

Penzance Town Residents will continue to receive a range of discounts on the services we offer.

- Sea Pool - Adults 20% discount, Under 16s 100% discount
- Geo Pool - Adults and Under 16s 40% discount
- Membership Packages 20% discount

Last year Penzance residents received

- Adult Sea Pool 1,759 uses, receiving £2,275 in discount
- Adult Geo Pool 1,612 uses, receiving £10,316 in discount
- Adult Sea Pool Concessions 221 uses, receiving £932 in discount
- Adult Geo Concessions 265 uses, £2,061 in discount
- Child Sea Pool Under 16s free uses 715, £3,539 in discount
- Child Geo Pool 308 uses, receiving £1,792 in discount

This totals 4,880 uses in 2025, receiving discounts of £20,915

We have carefully selected our programme for the year, focusing on activities that have proven both popular and financially viable.

### Café Improvements

Our café development strategy focuses on creating an efficient, profitable operation that maintains quality while controlling costs. We will achieve this through:

- Implementation of a streamlined and simplified menu focusing on the needs of our customers, priced with GP in mind, having engaged in competitor research
- A review of suppliers, aimed at focusing on local producers, products and suppliers
- Strategic deployment of takeaway service during peak periods, from a newly purchased poolside location
- Introduction of an ordering App, speeding up service and reducing queues.
- Revised bar facilities supporting our events programme, such as removing all draft beer, removing equipment needs, wastage and easing stock control
- Introduction of a stock control process

### Retail Development

Our retail strategy builds on previous sales data analysis. We will clear slow moving stock and focus on proven popular categories. Retail opportunities are tied to a sense of place, Cornwall, The Sea, and sustainability, with a number of ranges based on recycled marine plastics, such as

cups, mugs, combs, notebook, bags and jewellery. A small, but targeted, book range will also be introduced.

### **Customer Experience**

Drawing from customer feedback gathered over the past year, we continue to enhance every aspect of the visitor experience, but focusing on the whole journey, as opposed to on-site experiences. An extra phone has been installed to ease pressures, and email enquiries are now responded to within 12 hours.

Regular staff briefings ensure our team can confidently handle customer enquiries about all aspects of our operation, from opening times to pool temperatures. All staff will be identifiable by uniform and name badges/lanyards.

Customer feedback is reviewed on a weekly basis, and appropriate action plans are put in place.

## **5. Income Growth**

Income diversification is crucial to our sustainability. We have identified several promising revenue streams that complement our core operations.

### **Weddings and Private Events**

Our café space offers exceptional potential for weddings and private functions. We have developed a comprehensive wedding package that capitalises on our unique Art Deco architecture and stunning coastal location. By targeting 4-6 weddings/large private functions in the coming year, we aim to establish ourselves as a premier venue in West Cornwall while generating valuable additional revenue. All events will now be issued with appropriate contracts, as well as T&Cs

### **Location Bookings**

Our distinctive Art Deco architecture and prime coastal position make Jubilee Pool an attractive filming and photography location. We actively market these opportunities during our closed periods, providing additional revenue with minimal operational impact. We have joined Screen Cornwall and The Heritage Filming Alliance, by way of increasing our reach for opportunities.

### **Car Park Revenue**

Our car park represents a key auxiliary income opportunity, with the remodelling project presenting both challenges and strategic potential.

Our tariff now covers 24 hour charging.

The remodelling project created a number of operational challenges, but since November 2025 the cameras are now operational, signage is compliant and the parking App is fully functional. As a result, income is now being fully generated.

The car park remains a pay on exit car park, but feedback indicates that some customers are struggling with the payment process. A new meter has been ordered, linking it to the ANPR cameras, which will simplify the payment process, reducing opportunities for confusion. Just

Park will also be removed, as again, using a payment App on a pay on exit system has proved confusing.

### **Networking**

In an effort to grow our brand and further embed the venue within the local business community, we will attend 6 local business networking events, as well as hosting at least 1 during the year.

## **6. Future Sustainability**

Our approach to long term sustainability centres on a significant two phase project seeking National Lottery Heritage Fund support. This comprehensive initiative will secure Jubilee Pool's future through both physical improvements and business development.

### **Phase 1 Development**

We will deliver the NHLF project by the end of September, which includes

- Comprehensive building surveys
- Detailed technical drawings
- Planning permission applications
- Full cost analysis
- Business model refinement
- Additional poolside catering unit installation
- Additional external signage
- Interim terrace repairs
- Detailed analysis of both users and non-users

Following on from the completion of the project we will complete a 5 year strategic plan

### **Phase 2 Major Works**

Building on Phase 1 findings, our delivery phase will focus on substantial improvements including:

- Complete terrace replacement
- Café space reconfiguration
- Infrastructure improvements
- Enhanced accessibility
- Heritage interpretation facilities
- Major maintenance interventions, if required.

## **7. Responsibility and Accountability**

We will be spending time this year ensuring that team members are aware of their responsibilities, to themselves, the team and the site, and that they are accountable for those their actions. This manifests itself in a number of ways, for example personal behaviours, sustainable purchasing, and financial expediency.

We will consult on, launch and embed brand values and organisational behaviours by the end of December, providing examples of what is acceptable, and what would not be acceptable.

Budgets will be assigned to key team members, encouraging them to actively participate in our financial performance, and we will arrange regular monitoring of both income and expenditure.

We will introduce a single communications channel, incorporating rotas, risk assessments, task lists, site updates and event updates, as well as GPS time-clocking for casual/seasonal staff, which will ensure we only pay them for the hours that they are on-site.

## 8. General Operations

Our operational model continues from our successful 2024/25 season. The site remains closed on Mondays except during school holidays and bank holidays. We maintain core opening hours Tuesday to Sunday, extending them during summer holidays.

### Café Operations

Our café maintains year round operation, closing only between Christmas and New Year, plus a two week period in January for maintenance and deep cleaning. Winter opening runs Tuesday to Sunday.

This year sees a review of our evening programme.

### Pool Operations

Our main pool continues normal operations with enhanced facilities, including the inflatable features that expand our popular aqua park offering.

The Geothermal Pool operates from Easter through to October half term. To meet increasing demand during peak season, we have introduced additional early morning and evening sessions. All geothermal pool tickets include main pool access.

### Activities Programme

We have carefully selected our programme for the year, focusing on activities that have proven both popular and financially viable. These include yoga, aquafit sea swims, aquathlons and water polo. This approach helps build our reputation for reliable, quality delivery while ensuring sustainable operations. Full details of the programme are still in development

## 9. Risk Management and Site Specific Challenges

### Coastal Location Management

Operating in our exposed coastal location presents unique challenges requiring careful management. Salt air corrosion affects all facilities, requiring regular maintenance and specific material choices. Storms and strong winds impact operations throughout the year, necessitating robust protection measures and flexible operational procedures.

### Historic Building Considerations

Our Grade II listed status requires careful balance between preservation and operational needs. All maintenance and improvements must align with heritage requirements, often necessitating

specialist contractors and materials. Planning applications require additional detail and consideration, while modification options remain limited by preservation requirements.

### **Operational Controls**

We maintain comprehensive operational controls including:

- Weather responsive staffing models
- Regular structural monitoring
- Strategic recruitment planning
- Strict budget management
- Detailed quality control systems
- Comprehensive risk assessments and safe systems of work
- Daily pre-opening site inspections
- Monthly walk arounds of the site by the whole team
- Major accident/incident WhatsApp group, ensuring the team on site have immediate support, and any actions that are required can be instigated appropriately

### **Site Specific Planning**

Our location and heritage status require specific operational protocols including:

- Comprehensive storm management procedures
- Detailed winter maintenance programme
- Plant room contingency planning
- Rigorous water quality management
- Emergency response procedures

### **Facilities**

Our ongoing facilities enhancement programme remains critical to delivering exceptional customer experiences and operational efficiency. We are reviewing all areas of the business, and will make decisions after the receipt of the NHLF studies and surveys, with regards to any CAPEX investments, focusing on both immediate operational needs and long-term sustainability.

## **10. Financial Management and Performance**

The budget provides comprehensive financial projections based on previous performance and strategic growth targets, and reflects pricing adjustments and expanded activities detailed in earlier sections.

### **Performance Monitoring**

We maintain rigorous performance tracking through:

- Monthly expenditure budget reviews
- Weekly income reviews
- Quarterly director reports
- Visitor number analysis
- Customer satisfaction monitoring
- Staff performance reviews

### **Strategic Financial Initiatives**

We will:

- Finalise our transition of our financial year to October – September
- Create a new year budget for Oct 26 – Sept 27
- Develop targeted performance metrics for SMT
- Implement a comprehensive appraisal system
- Provide role-specific and professional development training

Our approach ensures financial accountability, operational transparency, and continuous organisational improvement.

DATED

**AGREEMENT**

Between

**Penzance Town Council**

and

**Jubilee Pool Penzance Limited**

This agreement is dated

## **Parties**

- (1) PENZANCE TOWN COUNCIL of Penlee Centre, Penlee Park, Penzance, Cornwall, TR18 4HE (**PZTC**)
- (2) JUBILEE POOL PENZANCE LIMITED a community benefit company registered at Companies House (number RS007500) and registered with the Financial Conduct Authority (number 7500) whose registered office is at Jubilee Pool, Battery Row, Penzance TR18 4FF. (**JPPL**)

## **BACKGROUND**

- (A) The Jubilee Pool is an iconic structure and public facility within the parish of Penzance. Following significant storm damage in 2014 and subsequent investment and refurbishment work, the maintenance and operation of the Jubilee Pool was transferred from Cornwall Council to JPPL in 2017.
- (B) Whilst a number of different transfer options with different partners were explored, it was felt that a transfer to JPPL would provide the focused and detailed management of the facility which would be required to operate it to a high standard befitting the structure and its status within the parish.
- (C) In addition to this, it was identified that JPPL would be able to access funding streams unavailable to other potential “owners” in order to raise the desired funds to progress a Geothermal Project which has the potential to further enhance the facility with a wider and significant benefit to the parish as a whole.
- (D) The parties wish to enter into an agreement to provide a number of parameters which need to be satisfied in order for JPPL to receive the full amount of funding approved by PZTC. The parties would like to be clear that noncompliance with any of the obligations set out in this agreement could mean that approved funding is withheld pending a decision by the members of the PZTC.
- (E) The parties note that PZTC need to approve public finances to support Jubilee Pool and as such it needs to be clear as to the obligations and requirements in order for it to do so. This agreement aims to reassure Penzance Town Council that public funding is being utilized solely to enhance and support the public amenity elements of the Jubilee Pool and to ensure that the Jubilee Pool is being operated in such a way to ensure a safe and secure environment for the users of the facility, managed in a financially appropriate manner and operated and maintained to an appropriately high standard.

- (F) This agreement is not a commitment of funds nor does satisfying the requirements within this agreement mean that any application will be automatically be approved. Compliance with the terms of this agreement will serve to support any application made to PZTC but it is acknowledged that the final decision will be made by a vote of the members of PZTC.

## Agreed terms

### 1. Interpretation

The following definitions and rules of interpretation apply in this agreement.

#### 1.1 Definitions:

**Business Day:** a day, other than a Saturday, Sunday or public holiday in England, when banks in London are open for business.

**Commencement Date:** has the meaning given in clause 0 (Commencement and duration). **control:** the beneficial ownership of more than 50% of the issued share capital of a company or the legal power to direct or cause the direction of the general management of the company, and **controls, controlled** and the expression **change of control** shall be construed accordingly.

**day:** a period of 24 consecutive hours starting at 9:00AM.

**month:** a calendar month.

**PZTC Funding:** means the following:

For the period 1 April 2026 to 31 March 2027 - £40,000 to be provided pursuant to the terms of this agreement.

**week:** any period of seven consecutive days.

- 1.2 Clause, Schedule and paragraph headings shall not affect the interpretation of this agreement.
- 1.3 A **person** includes a natural person, corporate or unincorporated body (whether or not having separate legal personality).
- 1.4 This agreement shall be binding on, and ensure to the benefit of, the parties to this agreement and their respective personal representatives, successors and permitted assigns, and references to any party shall include that party's personal representatives, successors and permitted assigns.

- 1.5 A reference to a statute or statutory provision is a reference to it as amended, extended or re-enacted from time to time.
- 1.6 A reference to a statute or statutory provision shall include all subordinate legislation made from time to time under that statute or statutory provision.
- 1.7 A reference to **writing** or **written** includes email.
- 1.8 Any obligation on a party not to do something includes an obligation not to allow that thing to be done.
- 1.9 Any words following the terms **including, include, in particular, for example** or any similar expression shall be construed as illustrative and shall not limit the sense of the words, description, definition, phrase or term preceding those terms.

## **2. PZTC Funding**

- 2.1 PZTC Funding may be paid by PZTC to JPPL at PZTC's absolute discretion in accordance with this agreement.
- 2.2 Funding for the period 1 April 2026 to 31 March 2027 of £40,000 shall be paid by PZTC to JPPL on signature of this agreement subject to a retention of 25% (£10,000) to be paid on receipt by PZTC of the accreditation report and certification referred to in Clause 5.4.

## **3. Commencement and duration**

- 3.1 This agreement shall be deemed to have commenced on 1st April 2026 (**Commencement Date**) and shall continue, unless terminated earlier in accordance with clause 0 (**Termination**), until 31 March 2027 when it shall, subject to clause 0, terminate automatically without notice.

## **4. Indemnity**

- 4.1 JPPL shall indemnify PZTC against all liabilities, costs, expenses, damages and losses suffered or incurred by PZTC arising out of or in connection with:
  - (a) JPPL's breach or negligent performance or non-performance of this agreement;
  - (b) the enforcement of this agreement;
  - (c) any claim made against PZTC by a third party arising out of or in connection with the provision of the services, to the extent that such claim arises out of the breach, negligent performance or failure or delay in

performance of this agreement by JPPL, its employees, agents or subcontractors;

- (d) any claim made against PZTC by a third party for death, personal injury or damage to property arising out of or in connection with defective goods, to the extent that the defect in the goods is attributable to the acts or omissions of JPPL, its employees, agents or subcontractors.

4.2 This indemnity shall apply whether or not PZTC has been negligent or at fault.

## **5. JPPL Obligations**

5.1 The following conditions and requirements set out in this clause 0 are obligations which must be adhered to by JPPL in order to obtain and retain the PZTC Funding:

### **5.2. Maintaining sufficient levels of management of JPPL**

JPPL will ensure that PZTC's representative has a permanent place on the JPPL board;

JPPL must ensure that Jubilee Pool is managed in a financially appropriate manner; and

JPPL must ensure that Jubilee Pool is operated and maintained to an appropriately high standard.

### **5.3. Maintaining discounted pricing for residents of Penzance Parish**

Details of the discounted pricing must be made available to PZTC as part of a bi-annual report as detailed in clause 0 and alongside any request for funding so that it can be assessed in full.

The Jubilee Pool pricing structure should ensure that the pool is easily accessible for

residents of the parish. As part of review and reporting JPPL must provide PZTC with

evidence that this has been put in place.

JPPL utilise funding to support the concession scheme providing free access to Jubilee

Pool for all under 16s in the Penzance Parish.

### **5.4. PZTC Funding to be utilised solely for support of the amenity element of the operations (i.e. the pool)**

Funds approved by PZTC must not be used to support or facilitate any operation of the café element of the Jubilee Pool.

All funding from PZTC must be used to support or facilitate the public amenity element of the Jubilee Pool for operational and maintenance purposes and not to support capital projects.

5.5. Achieving and maintaining industry accreditation

JPPL must demonstrate that they have achieved and maintained a suitable leisure industry accreditation on or before 31 December 2026 (an example of which would be Quest accreditation or similar equivalent). Evidencing this will help to provide PZTC with the knowledge that the pool is being operated in line with leisure industry standards and best practice.

A copy of the relevant accreditation report and certification should be provided to PZTC on an annual basis.

5.6. Commitment not to use single use plastics

JPPL undertake to review operational practice and minimise use of single use plastics in line with the Plastic Free Penzance Events Charter.

5.7. Provision of an operational point of contact for the Town Council

Occasionally, operational issues are reported to PZTC and it will be necessary to have a monitored email address and point of contact to forward any communications and to relay back to PZTC any remedial action required or taken by JPPL to those reports.

5.8. Pre-season and Post season report to the Town Council

Reports to be provided by JPPL to PZTC must identify operational programmes and events throughout the season as well as a forward plan on how to address any projected shortfalls in income.

Report to be provided by JPPL to PZTC no later than 31 October for the previous season should report on the operational performance of the pool against its preseason targets and provide details on any variations as well as a forward plan detailing winter operational and maintenance programmes.

Further detail on the reporting requirements can be found at clause 7.

5.9. Ensuring that all lifeguards are National Pool Lifeguard Qualification (NPLQ) trained and maintain their qualification whilst working at the pool.

This should be evidenced by the provision of training records which should be held as part of the Normal Operating Plan (NOP) document and made available to PZTC on request.

5.10. Compliance with all Pool Water Treatment Advisory Group (PWTAG) and HSE requirements with safe pool water treatment and operations

Sample pool testing records and details of chemical treatment and dilution regimes and schedules to be provided as part of the NOP document and evidenced by a sample of testing and treatment records.

In addition to this, recommendations and good practice highlighted in these documents should be incorporated into the operation of the Jubilee Pool from an operational and management perspective.

5.11. Normal Operating Procedure Document and Emergency Action Plan

A “Normal Operating Procedure Document” and an “Emergency Action Plan” should be standard documents for a potentially dangerous environment such as a swimming pool and must be in place on the commencement date and remain in place at all times.

Copies of these documents must be immediately provided by JPPL to PZTC upon request.

5.12. As a significant source of external funding PZTC should be recognized on all marketing and promotional material including social and printed media

Funding obtained from the Town Council belongs to the residents of Penzance Parish and as such it is important to acknowledge this public contribution on all marketing and promotional material. The format and prominence of this acknowledgement should be agreed in advance with the Town Clerk and PZTC’s Communications Officer.

## 6. Health and Safety

All Health and Safety, operational and maintenance responsibilities remain the sole responsibility of JPPL and they must ensure that Jubilee Pool is operated in such a way to ensure a safe and secure environment for the users of the facility.

## 7. Reporting

JPPL will be required to prepare and produce to PZTC on an annual basis as follows:

End of Financial Year this report should set out what maintenance and improvement work has been completed over the winter period and what activities have been programmed for the summer season including key events and activities. The report should also provide details of the upcoming pricing structure and opening hours. The report should provide details of throughput projections for different user groups and where lower figures are identified, reason for the drop should be identified alongside plans to mitigate the financial impact. An End of Financial Year should also include the previous year's externally audited accounts and;

Prior to the setting of the levels and release of any PZTC Funding a forward projection of JPPL's financial position should also be presented which will be reviewed by PZTC when considering any future grant awards to JPPL.

#### **8. Effects of the JPPL's failure to comply with obligations at clause 0**

In the event of JPPL's failure to comply with any of the obligations set out in clause 0 PZTC would have the right to:

terminate this agreement in accordance with clause 0; and

stop any payment of any part of the PZTC Funding which had not yet been paid to JPPL; and

withdraw from any obligation or commitment to pay any part of the PZTC Funding now or in the future.

#### **9. Inadequacy of damages**

Without prejudice to any other rights or remedies that PZTC may have, JPPL acknowledges and agrees that damages alone would not be an adequate remedy for any breach of the terms of this agreement by JPPL. Accordingly, PZTC shall be entitled to the remedies of injunction, specific performance or other equitable relief for any threatened or actual breach of the terms of this agreement.

#### **10. Force majeure**

Neither party shall be in breach of this agreement nor liable for delay in performing, or failure to perform, any of its obligations under this agreement if such delay or failure result from events, circumstances or causes beyond its reasonable control including without limitation, any event which causes significant damage to the

Jubilee Pool by natural or manmade incidents. In such circumstances the affected party shall be entitled to a reasonable extension of the time for performing such obligations. If the period of delay or non-performance continues for four weeks, the party not affected may terminate this agreement by giving five days' written notice to the affected party unless otherwise varied by the parties in accordance with clause 0.

## **11. Assignment and other dealings**

Neither party shall assign, transfer, mortgage, charge, subcontract, delegate, declare a trust over or deal in any other manner with any of its rights and obligations under this agreement.

## **12. Confidentiality**

Each party undertakes that it shall not at any time disclose to any person any confidential information concerning the business, affairs, customers, clients or suppliers of the other party or of any member of the group of companies to which the other party belongs, except as permitted by clause 0.

Each party may disclose the other party's confidential information:

to its employees, officers, representatives or advisers who need to know such information for the purposes of exercising the party's rights or carrying out its obligations under or in connection with this agreement. Each party shall ensure that its employees, officers, representatives or advisers to whom it discloses the other party's confidential information comply with this clause 0; and

as may be required by law, a court of competent jurisdiction or any governmental or regulatory authority.

No party shall use any other party's confidential information for any purpose other than to exercise its rights and perform its obligations under or in connection with this agreement.

## **13. Termination**

- 13.1 Without affecting any other right or remedy available to it, either party may terminate this agreement with immediate effect by giving written notice to the other party if:
- 13.2 the other party commits a material breach of any term of this agreement which breach is irremediable or (if such breach is remediable) fails to remedy that breach within a period of five days after being notified to do so;

- 13.3 the other party repeatedly breaches any of the terms of this agreement in such a manner as to reasonably justify the opinion that its conduct is inconsistent with it having the intention or ability to give effect to the terms of this agreement;
- 13.4 the other party commences or threatens any type of insolvency proceedings;
- 13.5 there is a change of control of the Jubilee Pool.
- 13.6 For the purposes of clause 0, **material breach** means a breach (including an anticipatory breach) that is serious in the widest sense of having a serious effect on the benefit which the terminating party would otherwise derive from:
  - 13.7 a substantial portion of this agreement; or
  - 13.8 any of the obligations set out in clause 0,
  - 13.9 In deciding whether any breach is material no regard shall be had to whether it occurs by some accident, mishap, mistake or misunderstanding.
- 13.10 Without affecting any other right or remedy available to it, PZTC may terminate this agreement on giving not less than one months' written notice to JPPL.

#### **14. Survival**

- 14.1 Termination or expiry of this agreement shall not affect any rights, remedies, obligations or liabilities of the parties that have accrued up to the date of termination or expiry, including the right to claim damages in respect of any breach of the agreement which existed at or before the date of termination or expiry.
- 14.2 Termination or expiry of this agreement shall not terminate the obligations of JPPL set out in this agreement which have yet to be performed.

#### **15. Entire agreement**

- 15.1 This agreement constitutes the entire agreement between the parties and supersedes and extinguishes all previous agreements, promises, assurances, warranties, representations and understandings between them, whether written or oral, relating to its subject matter.
- 15.2 Each party agrees that it shall have no remedies in respect of any statement, representation, assurance or warranty (whether made innocently or negligently) that is not set out in this agreement. Each party agrees that it shall have no claim for innocent or negligent misrepresentation or negligent misstatement based on any statement in this agreement.

**16. Costs**

Except as expressly provided in this agreement, each party shall pay its own costs incurred in connection with the negotiation, preparation, and execution and registration of this agreement and any documents referred to in it.

**17. Variation**

No variation of this agreement shall be effective unless it is in writing and signed by the parties (or their authorised representatives).

**18. Waiver**

No failure or delay by a party to exercise any right or remedy provided under this agreement or by law shall constitute a waiver of that or any other right or remedy, nor shall it prevent or restrict the further exercise of that or any other right or remedy. No single or partial exercise of such right or remedy shall prevent or restrict the further exercise of that or any other right or remedy.

**20. Rights and remedies**

Except as expressly provided in this agreement, the rights and remedies provided under this agreement are in addition to, and not exclusive of, any rights or remedies provided by law.

**21. Severance**

If any provision or part-provision of this agreement is or becomes invalid, illegal or unenforceable, it shall be deemed deleted, but that shall not affect the validity and enforceability of the rest of this agreement.

**22. No partnership or agency**

22.1 Nothing in this agreement is intended to, or shall be deemed to, establish any partnership or joint venture between any of the parties, constitute any party the agent of another party, or authorise any party to make or enter into any commitments for or on behalf of any other party.

22.2 Each party confirms it is acting on its own behalf and not for the benefit of any other person.

**23. Further assurance**

Each party shall, and shall use all reasonable endeavours to procure that any necessary third party shall, promptly execute and deliver such documents and

perform such acts as may reasonably be required for the purpose of giving full effect to this agreement.

**24. Time of the essence**

Time is of the essence for all times, dates and periods specified in this agreement or substituted for them.

**25. Notices**

25.1 Any notice or other communication given to a party under or in connection with this agreement shall be in writing and shall be:

delivered by hand or by pre-paid first-class post or other next working day delivery service at its registered office (if a company) or its principal place of business (in any other case); or

sent by email to the following email addresses at [james.hardy@penzance-tc.gov.uk](mailto:james.hardy@penzance-tc.gov.uk)

[contact@jubileepool.co.uk](mailto:contact@jubileepool.co.uk)

25.2 Any notice or communication shall be deemed to have been received:

if delivered by hand, on signature of a delivery receipt or at the time the notice is left at the proper address;

if sent by pre-paid first-class post or other next working day delivery service, at 9.00 am on the second Business Day after posting or at the time recorded by the delivery service; and

if sent by email, at the time of transmission, or, if this time falls outside business hours in the place of receipt, when business hours resume. In this clause 36.2(c), business hours means 9.00am to 5.00pm Monday to Friday on a day that is not a public holiday in the place of receipt.

25.2 This clause does not apply to the service of any proceedings or other documents in any legal action or, where applicable, any arbitration or other method of dispute resolution.

25.3 A notice given under this agreement is not valid if sent by email.

**26. Counterparts**

This agreement may be executed in any number of counterparts, each of which when executed shall constitute a duplicate original, but all the counterparts shall together constitute the one agreement.

**27. Third party rights**

Unless it expressly states otherwise, this agreement does not give rise to any rights under the Contracts (Rights of Third Parties) Act 1999 to enforce any term of this agreement.

**28. Governing law**

This agreement and any dispute or claim (including non-contractual disputes or claims) arising out of or in connection with it or its subject matter or formation shall be governed by and construed in accordance with the law of England and Wales.

**29. Jurisdiction**

Each party irrevocably agrees that the courts of England and Wales shall have exclusive jurisdiction to settle any dispute or claim (including non-contractual disputes or claims) arising out of or in connection with this agreement or its subject matter or formation.

**30. England and Wales: ad hoc arbitration**

Any dispute, controversy or claim arising out of or relating to this agreement, including any question regarding its breach, existence, validity or termination or the legal relationships established by this agreement, shall be finally resolved by arbitration. It is agreed that:

the tribunal shall consist of an arbitrator (who has the relevant qualifications and expertise);

in default of the parties' agreement as to the arbitrator(s), the appointing authority shall be the Chartered Institute of Arbitrators in London;

the seat of the arbitration shall be the closest available to the parties;

the law governing this arbitration agreement shall be English; and

the language of the arbitration shall be English.

All costs incurred by both parties during the arbitration process shall be paid by JPPL.

This agreement has been entered into on the date stated at the beginning of it.

Signed by .....  
on behalf of **PENZANCE TOWN COUNCIL**  
.....

(Signature)

Signed by .....  
on behalf of **PENZANCE TOWN COUNCIL**  
.....

(Signature)








Signed by .....  
on behalf of  
**JUBILEE POOL PENZANCE LIMITED**  
.....

(Signature)

Signed by .....  
on behalf of  
**JUBILEE POOL PENZANCE LIMITED**  
.....

(Signature)

**PENZANCE COUNCIL – 1 JUNE 2026****REPORT FOR DECISION****COMMITMENT TO CREATING A NEIGHBOURHOOD PRIORITIES STATEMENT**

<b>Our Culture</b>	<b>Our Decision Making</b>	<b>Our Environment</b>	<b>Our Money</b>	<b>Our People</b>	<b>Our Places</b>	<b>Our Resilience &amp; Wellbeing</b>
						
✓	✓	✓	✓	✓	✓	✓

**Recommendation:**

1. A Neighbourhood Priorities Statement be developed for the Penzance parish.
2. Subject to (1.) above, notice be given that Penzance Council intends to make an application to designate a Neighbourhood Area, the parish of Penzance, for the purposes of producing a Neighbourhood Priorities Statement.
3. The use of up to £5,000 from the Neighbourhood Plan earmarked reserve be approved in order to support the development of said Statement.
4. A Steering Group, consisting of both Councillors and community volunteers, be established to manage the development process and authority be delegated to the Town Clerk to seek and appoint members to said Group and to develop and approve its Terms of Reference.
5. It be noted that the Planning Committee maintains responsibility for the coordination of the Council's work in respect of Neighbourhood Planning and will therefore maintain an overview of said Steering Group, its work and the overall progress of the Statement.
6. A survey of residents be undertaken and, if necessary, the use of up to £2,500 from the Community Engagement Budget (2200/4) be approved, with the content and method(s) of engagement approved by the Planning Committee in accordance with its Terms of Reference.
7. The workload associated with the development of the Neighbourhood Priorities Statement be kept under review and, should it be unmanageable within existing

staffing resources, further reports be presented to the appropriate Committees as necessary.

**Background:**

A Neighbourhood Priorities Statement is a document produced by a local council, working with its community, to set out local priorities for growth, change and investment in their area over the longer term.

Introduced by the Levelling-Up and Regeneration Act (LURA) 2023, they allow communities to explain:-

- What matters most in their area;
- How new development could benefit existing residents; and
- Where growth is appropriate or inappropriate.

Much shorter than Neighbourhood Plans, at approximately ten to fifteen pages with a focus on longer-term priorities, they do not contain planning policies or allocations. They set out the ambitions and priorities of communities in terms of the need for infrastructure, the design and location of new housing, connectivity and other local priorities.

While producing a statement is optional, all statements which meet the various requirements will be published by Cornwall Council and will then be taken into account by it when preparing the new Cornwall Local Plan. Cornwall Council has a legal duty to consider all published statements when writing policies for the new Local Plan and it has provided an undertaking to take local councils' priorities into account as far as possible when preparations are made.

Cornwall Council has stated that it would like all communities to produce a Statement so that it has a good understanding of different priorities across Cornwall to help make decisions about growth and infrastructure

Members have previously expressed their desire to play as big a part as possible in the development of the Cornwall Local Plan and, for this reason, it is recommended that a Neighbourhood Priorities Statement is developed for Penzance parish. In order to do this, a Steering Group will need to be established in a similar format to that which was used for the development of the Neighbourhood Plan.

It is recommended that up to £5000 of the Neighbourhood Plan earmarked reserve is utilised in order to undertake this development work. The balance of the Neighbourhood Plan earmarked reserve currently stands at £10,000.

It will also be necessary to undertake consultation with local residents and, for this reason, it is recommended that up to £2,500 of the Community Engagement Budget (2200/4) is utilised for this purpose. The Community Engagement budget currently stands at £5,000.

The Planning Committee maintains responsibility for the coordination of the Council's work in respect of Neighbourhood Planning and so will set the direction and maintain

an overview of the work of the Steering Group. The approved Neighbourhood Priorities Statement will need to be submitted to Cornwall Council by October 2027.

Appendix 1 – Cornwall Council NPS Presentation – April 2026

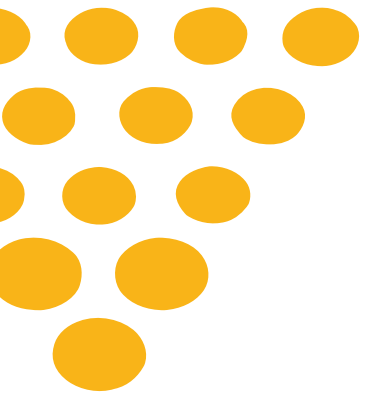
Elliot Ridington  
Democratic Services and Governance Officer



# Neighbourhood Priority Statements in Cornwall

Introduction and Overview

April 2026



# What are NPS?

- Introduced in the LURA 2023
- A way for communities to set out their priorities for growth and development
- A simpler way to influence development in a local area
- Requires public consultation
- **Statutory obligation for the LPA to take published statements into account when determining the policies of the Local Plan**

NPS can include “Local matters” – these are defined in the LURA:

- a. development, or the management or use of land
- b. housing in the neighbourhood area,
- c. the natural environment
- d. the economy
- e. public spaces
- f. infrastructure, facilities or services or
- g. other features of the neighbourhood area.



# Neighbourhood Priority Statements

**A Neighbourhood Priority Statement (NPS) can be produced by any community (town or parish) to tell us about local priorities for an area.**

- Much shorter (10-15 pages) than NDPs with a focus on longer-term priorities; do not contain planning policies or allocations.
- They set out the ambitions and priorities of communities in terms of the need for infrastructure, the design and location of new housing, connectivity and other local priorities.
- All NPS will require public consultation
- We will take all published statements into account when deciding the policies and approach in the new Local Plan; they are a great way to make sure that your communities have early input into the Local Plan process
- We will report back to communities explaining how their priorities have influenced the LP (or why they have not been reflected), or what other action we have taken.
- We've been running a pilot process over spring / summer 2025
- We'd like all communities to produce one of these so that we have a good understanding of different priorities across Cornwall, to help make decisions about growth and infrastructure
- Templates and guidance will be provided to make the process as straightforward as possible

# Differences to Neighbourhood Development Plans (NDPs)



- NDPs contain policies that add detail or local focus to policies in the current Local Plan; most NDPs in Cornwall run until 2030 in line with the LP.
- NPS do not contain planning policies, BUT will give communities an opportunity to influence the development policies in the new Local Plan
- Focus is on community priorities for growth and change – what benefits can new development bring to the existing community? What changes would residents like to see over the longer term?
- Do not require Examination or Referendum
- Much shorter, simple to produce,

# Why are CC encouraging parishes to produce one of these?

- Understanding community priorities will help to ensure that growth and development brings wider community benefits
- They will form an important part of the new Local Plan evidence base and will inform policy direction
- We have a challenging housing target – most places will have some housing growth
- They can be used to identify community priorities in relation to CIL and other infrastructure spending
- We will report back to communities on how we have reflected their priorities in Local Plan policy (or explain why we haven't)

# Why should communities produce one of these

- Meaningful early input to the Local Plan process
- Engagement with your community about longer term vision for your places and the changes that residents would like to see
- An understanding of how new development can benefit your places
- A clear expression of the priorities and ambitions of your communities, produced in consultation with residents
- A document that can be used to support applications for funding for local projects from a variety of sources



# The Pilot

- 9 parishes - Gwennap, Gwinear-Gwithian, Helston, Lanner, Lostwithiel, Probus, St Day, St Erme and St Mellion
- Supported by the Neighbourhood Planning Team
- A range of guidance and templates, along with engagement sessions and 1:1 advice
- Support with production – maps, content, diagrams, images, data
- Local Plan Survey on Let's Talk with parish level feedback; some councils have also carried out their own consultations
- Most parishes have now drafted their statements
- We will refine and publish templates and guidance as we rollout
- All NPS will be published on the CC website

# Template

Tell us about how your town or parish functions today.

- What works well? What do residents value about living in your parish?
- What are the key landscape and heritage features that make your places special?
- What doesn't work well – what do residents complain about? What are the key issues that get raised with the PC / TC? What are the changes that would make your town or parish a better place to live?
- What would really improve life for the people who live in your places?
- What could growth deliver that would enhance your places?
- What kind of homes does your community need?

## Neighbourhood Priority Statement

### Simple Template

This template should be used to produce a very simple Neighbourhood Priority Statement (NPS), it is likely to be suitable for smaller parishes where significant growth is not anticipated. It should be used alongside Cornwall Council guidance for producing a NPS, in particular the NPS Template notes at the back of this document. Try to keep your statement as concise as possible and include additional detail to support the approach taken in appendices.

#### Introduction

Set out why you have decided to produce a NPS and what you hope it will achieve for your communities. Briefly describe the process that you have followed to produce this statement.

#### (Parish) Today

*A description of your parish plus maps of your parish and each sustainable settlement*

Use this section to talk about your parish as it is today, identify the parts that people value and any issues or concerns that you may have about the way that your communities operate at the moment. Include a brief overview of the parish and the settlements in it, including key facilities, valued landscape or heritage assets and a summary of the key land uses in your area – agricultural, urban, natural etc. Tell us what's great about your places and the key benefits of living in your communities. Comment on any particular issues that your residents face – this could include infrastructure issues, a lack of facilities or services that are struggling to survive. It could be an ageing population, it could be a lack of opportunities or affordable homes encouraging young people to move away. You may want to comment briefly on design issues and on any new homes that have been delivered in your communities and the benefits that new residents have brought along with any concerns or problems arising from any new development.

Include at least one map of your parish and pictures where relevant – maps are important to help visualise and understand the issues within your local area and to identify locations for new development and infrastructure improvements as well as protected landscapes and green spaces. You may need to include a summary here with a more detailed parish and settlement analysis in an appendix.



# Contents (10 pages)

## Neighbourhood Priority Statement Simple Template

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Use this section to talk about your parish as it is today. Identify the parts that people value and any issues or concerns that you may have about the way that your communities operate at the moment. Include a brief overview of the parish and the settlements in it, including key facilities, valued landscape or heritage assets and a summary of the key land uses in your area – agricultural, urban, natural etc. Tell us what's great about your places and the key benefits of living in your communities. Comment on any particular issues that your residents face – this could include infrastructure issues, a lack of facilities or services that are struggling to survive. It could be an ageing population, it could be a lack of opportunities or affordable homes encouraging young people to move away. You may want to comment briefly on design issues and on any new homes that have been delivered in your communities and the benefits that new residents have brought along with any concerns or problems arising from any new development.

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- Introduction (1/2 page)
- Town / Parish Today – a summary of your town / parish today, briefly setting out strengths and weaknesses of different settlements(1-2 pages)
- Our Priorities – a prioritised list of the most important things for your town / parish over the longer term. Ideally, no more than 10. (1 page)
- Key diagram – a visual summary of the priorities in your statement. CC can help you to produce these. (1 page)
- Key Data – some of the key facts and figures about your place (where parishes have multiple larger settlements, you may want to do this by settlement) (1/2 page)
- Vision – set out what you want your parish to be like in 2050 – what will have changed, what will be preserved etc (1/2 page)
- Issues and Objectives – a more detailed exploration of different issues – these will be the basis for your priorities; use the templates to help with this. (3-4 pages)
- Summary of Community Engagement (1/2 page)



# Suggested Appendices

These are suggestions of appendices that you may want to include, they should be used to contain the detail, rationale and supporting evidence behind key positions that your NPS has taken. All NPS will need to include a consultation statement; the need for other appendices will be driven by the content of your NPS.

- Appendix 1: Consultation Statement – All NPS will need to include this statement, detailing the community consultation that has taken place and summarising the responses received.
- Appendix 2: Place Assessment – include a copy of your place assessment if you have produced one – you may have one of these for the whole parish or for larger parishes, you may choose to complete an assessment for each settlement, to identify the relative strengths, weaknesses and opportunities of your different places.
- Appendix 3: Design Guide or code, or design principles or character statements – include any documentation that supports any design principles from your priorities
- Appendix 4: Data and analysis – you may want to include more data and explore what different data means for your communities. This could include a comparison with other areas or over time. Appendix 5: additional maps and settlement information – this could include maps showing Green infrastructure, transport and connectivity, community facilities
- Appendix 5: History of the parish – if you want to include a history, you should do that as an Appendix.
- Other appendices as required to support the content of your NPS

# Place assessment template

## Neighbourhood Priority Statement

### Place Assessment Template

Consider completing this template to better understand the future needs of your places. For small, rural parishes, a single table covering the entire parish should be sufficient but for larger parishes, you may want to complete one for each sizeable settlement and another for the rural parts of the parish.

#### Place

Question	Assessment	Priority Issues
Context		
How would you describe your place - urban / rural / lively / quiet / thriving / sleepy		
What do residents value most about living in [your place]?		
And what causes the most frustration?		
Is there a good sense of community? Is there anything missing that would make it even better?		
What facilities exist within your place (list them) and where do you need to travel to access your needs for food / education / employment / leisure?		

# The Survey

The content of the survey covers the following broad areas:

- Demographics – age and composition of household.
- Housing situation – type, tenure and size of house, where did you move from.
- Future housing need – are you or any of your household likely to move – why, where to, what kind of home will you need.
- Understanding of housing need in Cornwall and local area – what kind of homes do we need to build near you and where should they go.
- Design and functionality -; what are the features of a new home that you value most.
- Community – what facilities do you value most, what do you use and how do you get there? what's missing, tell us how you feel about the place where you live.
- Travelling around – number of cars, attitudes to alternative transport, ability to move around without a car.
- Work – employment status of household, where do you work (including home working), what do you do.



**CORNWALL  
COUNCIL**  
*one and all · oñen hag oll*

# Planning

Planning together **for Cornwall**



# Key Points



- There is no obligation to produce one, but they can be a great way to engage with your community and influence the new Local Plan by telling us how growth can benefit your area in the longer term.
- Likely to be the main way for TCs and PCs to feed into the LP; they will form part of the Local Plan evidence base and influence policy
- Cannot allocate land or prevent allocation – but they can provide context about constraints and preferences which will be taken into account as we consider where new homes and other development should go
- Designed to be simple and straightforward and should be able to be produced by TCs and PCs
- Much simpler and quicker to produce than a NDP

# Process and Content



# Support from us

- Let's Talk Survey
- Data pack – key data relating to your parish or town. We will send this out to you once you have designated your area. We may have other data on specific topics and we will provide this on request if we can.
- Review – we will review your draft statements and provide advice and guidance on the content, format etc.
- Templates and guidance – we have a range of guidance and templates that you can use to help produce your NPS and to meet the legal requirements. Please use our template format - we want all NPS to be in a consistent format so that it is easier to take them into account – we expect to have a lot of these to review over a relatively short period of time and consistency will make that an easier process. It will also ensure that NPS will meet any future legal requirements.
- Mapping – access to our mapping service and guidance on how to use it
- We can help you to produce your key diagram
- We can give you 1:1 advice on specific issues
- A programme of themed engagement events on Teams on specific themes or topics and drop-in support sessions.

# NPS Project planner

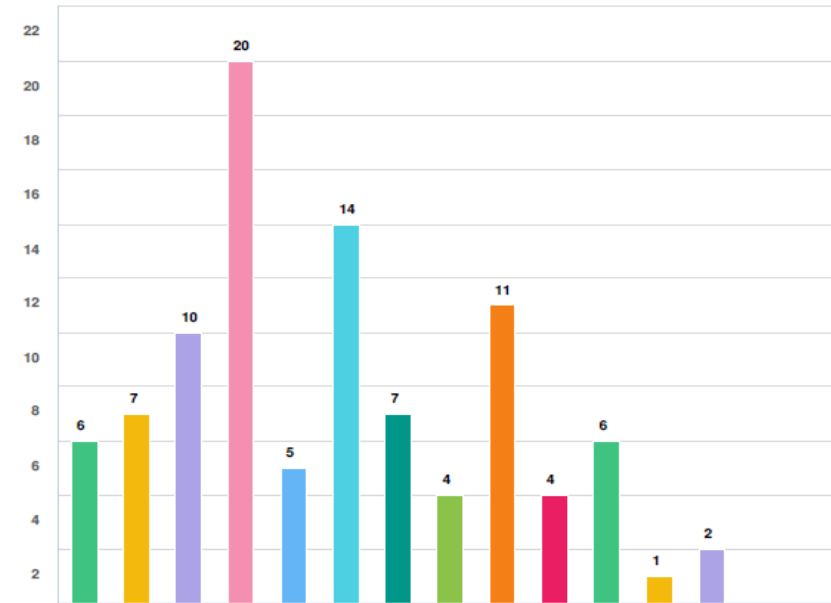
## Project Planner

PROJECT PHASE / TASK	Proposed start date	Actual start date	Completion date	Comments
<b>Getting started</b>				
Agree that your town / parish want to produce a NPS and publicise the intention to produce one.				This should normally be documented in the minutes of a parish meeting. You could publicise the intention in a parish newsletter or on your website; this can also be a good opportunity to ask for volunteers.
Submit a request to designate the neighbourhood area for your neighbourhood priority statement				This will normally be the area covered by your parish or town.
Decision from LPA on designation				We will aim to designate within 2 weeks of a complete application for a single parish area.

# Engagement

- Always based on recent engagement because this supports your evidence base
- Use our survey results to identify your residents' key priorities over the medium term and how growth can deliver them (bar 20, bar 14 & bar 11)
- Our survey will also give you free text responses to use to help you set out what your residents want and where you do and don't want development. We will take this into account when we think about where to allocate sites. You can also use our [call for sites](#)
- This will help you to identify the key issues and themes and show the strength of support
- If you are using other recent sources summarise the source from each source separately

Q31 | What are the top three benefits or infrastructure improvements that new development could deliver in your local area?



**Question options**

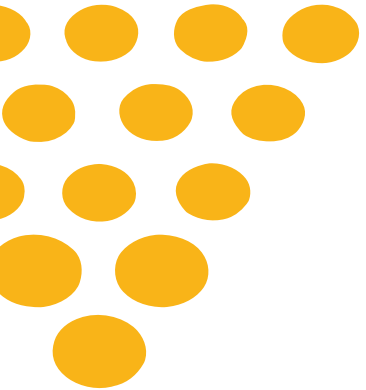
- New residents can lead to a more diverse community
- More families will help to ensure the viability of local schools.
- Something else? (please tell us)
- More space for employment, businesses and better job opportunities.
- A really strong approach to design to make sure that new development makes my area a better place to live and enhances the way that it looks and functions.
- More green spaces or better access to existing green spaces
- Improved public transport services
- More or better active travel routes (walking and cycling paths) to make it easier to move around without a car.
- Homes suitable for older residents so that they can stay in the community.
- Affordable homes for people who live or work locally and need somewhere to live.
- Improvements to community facilities such as play areas, parks, sports pitches or village halls
- Investment for public services such as healthcare facilities or schools.
- Support for new or existing services, such as shops, cafes, pubs and village halls
- Improvements to water availability, sewage (including sewage spills and environmental impacts) and drainage capacity.
- Additional community facilities (including sports pitches, community buildings, play areas), or improvements to existing ones.

# What you need to do next...

## First steps:

- Confirm with your town and parish council that you want to proceed with producing a NPS (this can be documented in the minutes of a town or parish council meeting)
- Complete and return the designation letter to us
- Set up a steering committee and recruit volunteers, agree on the topic areas / themes that you want your NPS to cover
- Start to gather public feedback - this could be by publicising the Lets Talk survey, through newsletters, social media etc. You may also want to holding public events or seek feedback in other ways.
- Review the data pack and think about any other evidence that you might need
- Start drafting your statement

If you have any other questions, email us at [neighbourhoodplanning@cornwall.gov.uk](mailto:neighbourhoodplanning@cornwall.gov.uk)










# Questions?

 [www.cornwall.gov.uk](http://www.cornwall.gov.uk)

**PENZANCE COUNCIL – 1 JUNE 2026**

**REPORT FOR DECISION**

**PRAYERS AT COUNCIL MEETINGS**

Our Culture	Our Decision Making	Our Environment	Our Money	Our People	Our Places	Our Resilience & Wellbeing
						

**Recommendation:**

**Either:-**

Prayers continue to be conducted prior to Council meetings.

**Or:-**

Prayers no longer be conducted prior to Council meetings.

**Background:**

Under the Local Government (Religious etc. Observances) Act 2015, all local councils are permitted to conduct prayers at their meetings. At Penzance Council, a Chaplain has been appointed by the Mayor at the Annual Council meeting each year in order to allow prayers to be conducted at the beginning of each subsequent Council meeting.

However, no Chaplain was appointed this year since the Mayor felt that, as a matter of principle, the Council should be afforded the opportunity to determine if it wishes to continue conducting prayers at its meetings.

It is therefore recommended that the Council determine if it wishes to hold prayers at the beginning of each meeting. Should the Council resolve to continue holding prayers, the Mayor will then appoint a Chaplain.

Elliot Ridington  
Democratic Services and Governance Officer