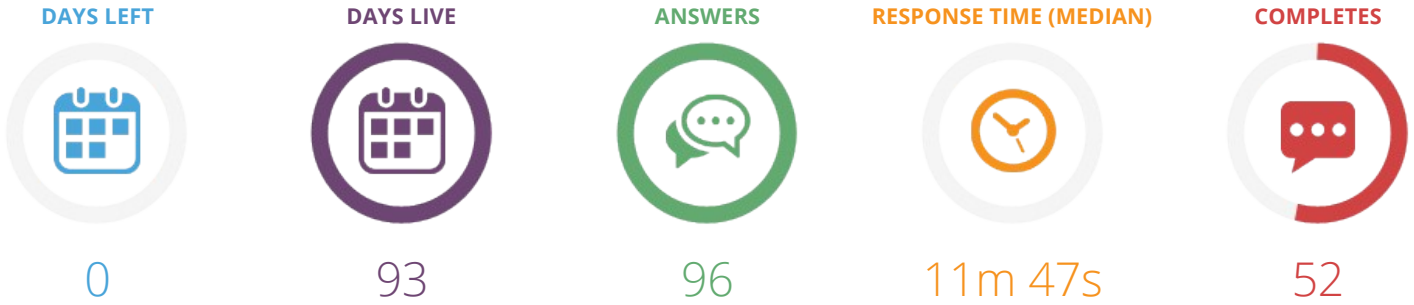
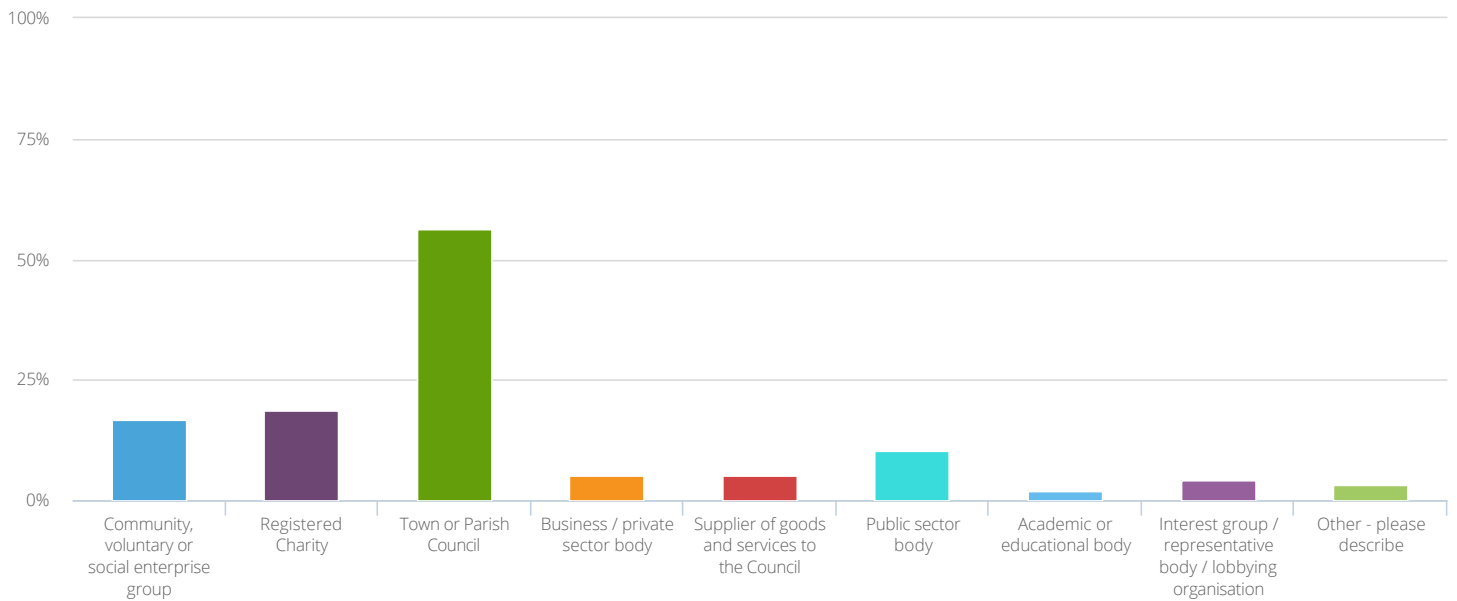


2017 Stakeholder Survey



1. Please select a description of your organisation:

Please tick all that apply.



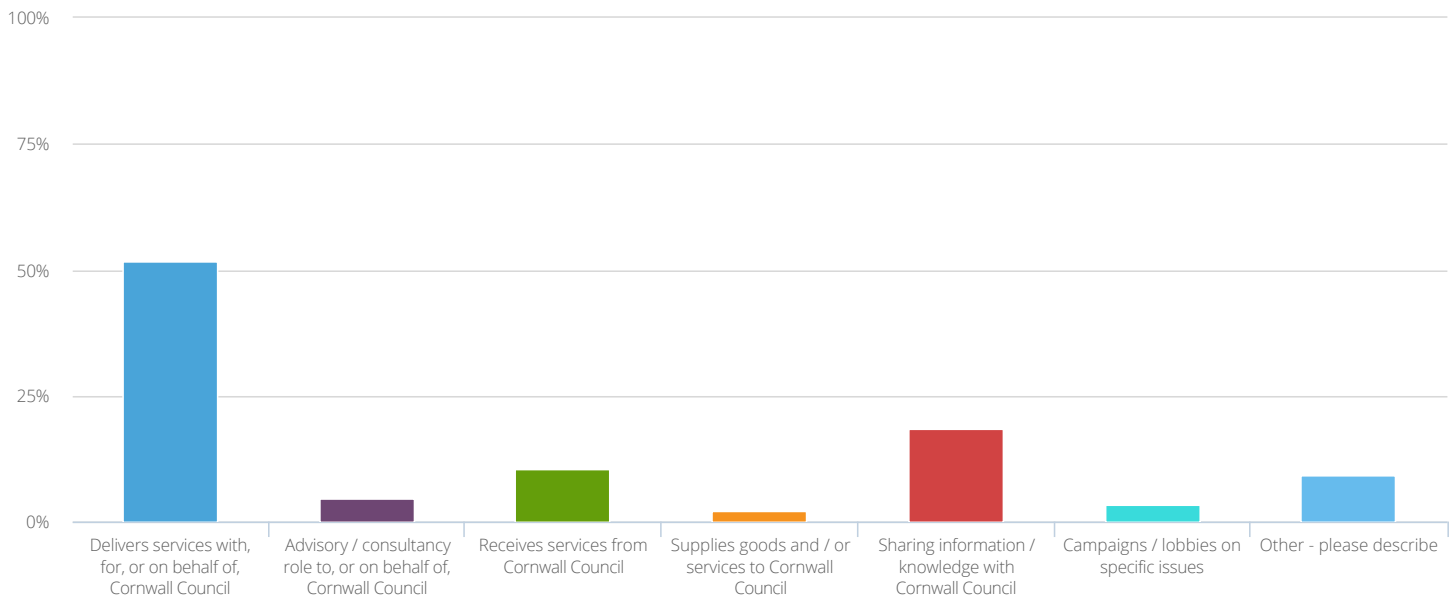
1	Community, voluntary or social enterprise group	16 (16.67 %)
2	Registered Charity	18 (18.75 %)
3	Town or Parish Council	54 (56.25 %)
4	Business / private sector body	5 (5.21 %)
5	Supplier of goods and services to the Council	5 (5.21 %)
6	Public sector body	10 (10.42 %)
7	Academic or educational body	2 (2.08 %)
8	Interest group / representative body / lobbying organisation	4 (4.17 %)
9	Other - please describe	3 (3.12 %)
Responses		96

Arms length company

housing association

charity and company limited by guarantee

2. Which of the following best describes your organisation's relationship with Cornwall Council?



1	Delivers services with, for, or on behalf of, Cornwall Council	45 (51.72 %)
2	Advisory / consultancy role to, or on behalf of, Cornwall Council	4 (4.6 %)
3	Receives services from Cornwall Council	9 (10.34 %)
4	Supplies goods and / or services to Cornwall Council	2 (2.3 %)
5	Sharing information / knowledge with Cornwall Council	16 (18.39 %)
6	Campaigns / lobbies on specific issues	3 (3.45 %)
7	Other - please describe	8 (9.2 %)
Responses		87

Multifaceted relationship, strategic planning and service delivery to communities

Delivers services for and to support the local community. Delivers services with, for, or on behalf, of CC. Advises and consults with CC. Receives services from CC. Shares information and knowledge with CC. Campaigns/lobbies on a range of issues affecting the local community.

Community Network for Community Buildings

Parish Council

through devolution delivers services within the parish

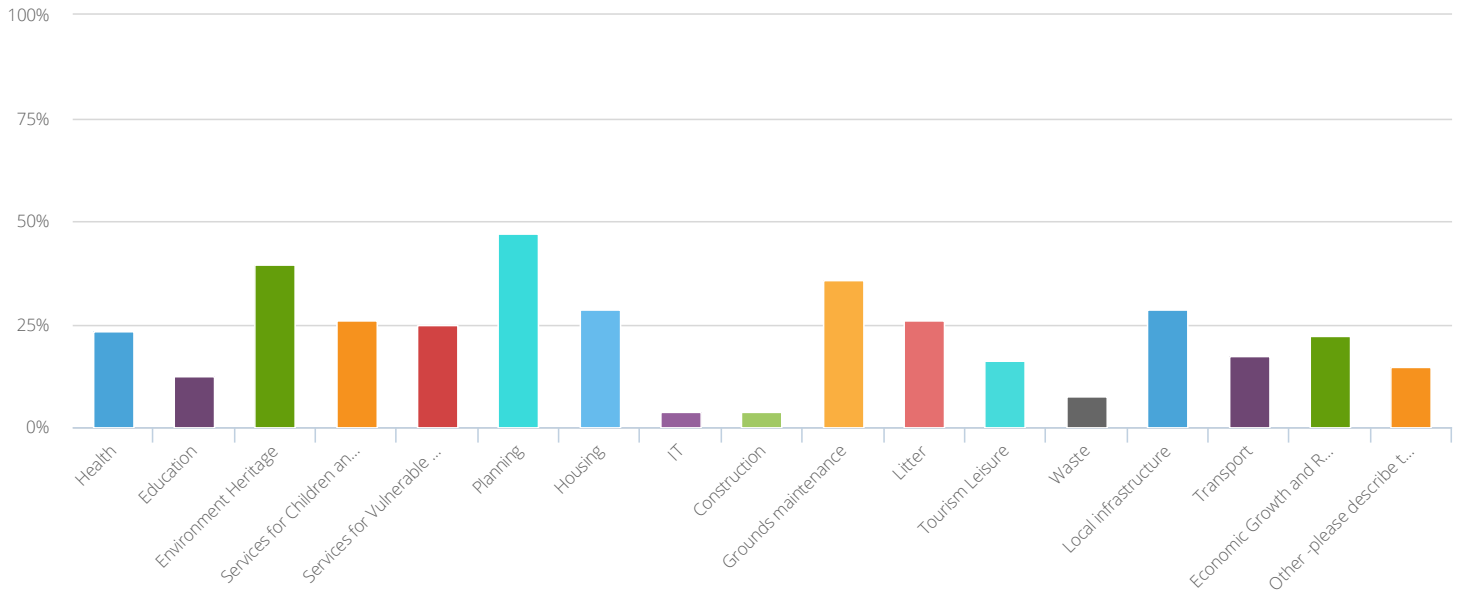
housing and adult social care and benefits

NHS

we do a little of all of the above, with a focus on delivery of statutory contract

3. Please select the main service areas that you work with us to deliver, or that you deliver to Cornwall Council:

Please tick all that apply, or add a service area if it does not appear on the list below.



1 Health	19 (23.46%)	10 Grounds maintenance	29 (35.8%)
2 Education	10 (12.35%)	11 Litter	21 (25.93%)
3 Environment & Heritage	32 (39.51%)	12 Tourism & Leisure	13 (16.05%)
4 Services for Children and Families	21 (25.93%)	13 Waste	6 (7.41%)
5 Services for Vulnerable Adults	20 (24.69%)	14 Local infrastructure	23 (28.4%)
6 Planning	38 (46.91%)	15 Transport	14 (17.28%)
7 Housing	23 (28.4%)	16 Economic Growth and Regeneration	18 (22.22%)
8 IT	3 (3.7%)	17 Other - please describe the service areas here if they do not appear on the list above	12 (14.81%)
9 Construction	3 (3.7%)		

Responses

81

Animal welfare; contract for strays

Social Care

Devolution

Locally related issues

Toilets

Link to the mangement of community buildings

aCT AS A CONDUIT PASSING INFORMATION ON TO OUR PARISH

Car Parks, Library

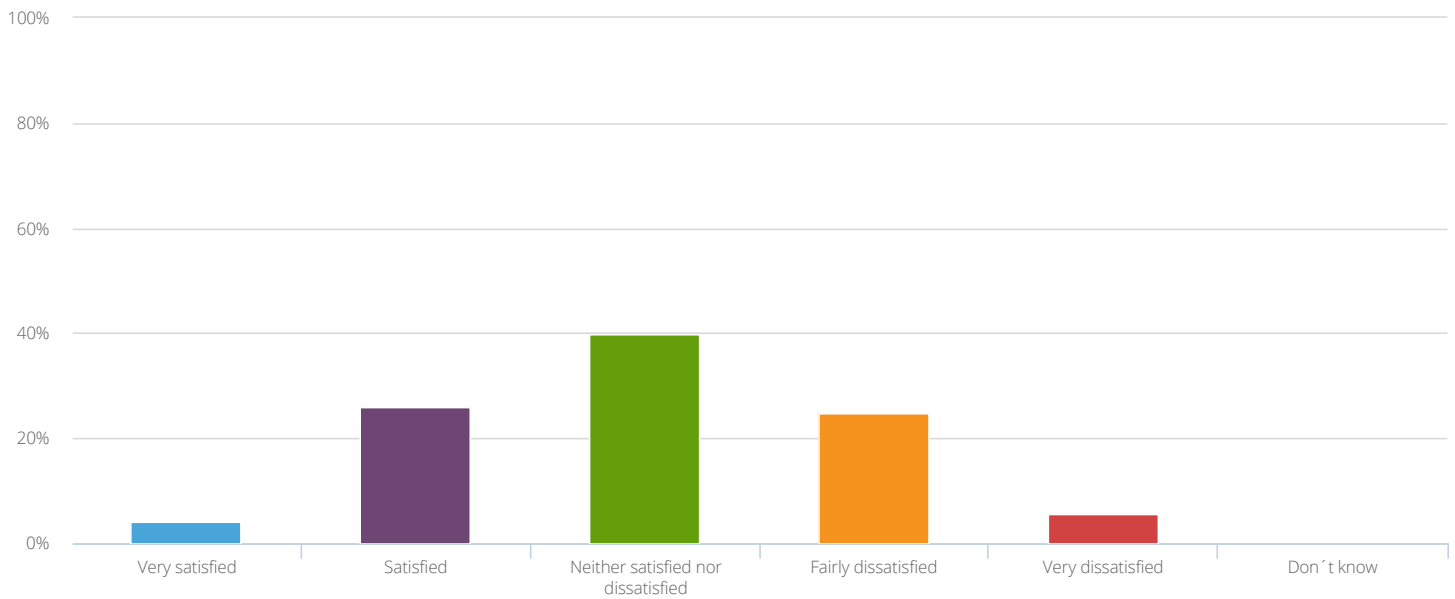
I am a voice of the community

Room Hire

Market Research

energy efficiency/fuel poverty

4. Overall, how satisfied or dissatisfied is your organisation with the way Cornwall Council works in partnership with your organisation?



1	Very satisfied	3 (4.11 %)
2	Satisfied	19 (26.03 %)
3	Neither satisfied nor dissatisfied	29 (39.73 %)
4	Fairly dissatisfied	18 (24.66 %)
5	Very dissatisfied	4 (5.48 %)
6	Don't know	0 (0 %)
Responses		73

Please give your reasons here (optional):

St Francis now have a good relationship with the Dog Wardens and the Council. Less satisfied as a lobbying organisation and as a Parish Councillor. Only recently have planning services improved. The 'push' to offload financial responsibilities is disturbing.

poor communication

As commissioned services with a prescriptive contract timeline, the length of time to progress necessary support from CC is unacceptable. For example it has taken over a year to progress a simple solution, which is 1/3 of our contract. The lack of solution seriously compromises our ability to deliver the required outcomes. Is this a lack of fore sight by commissioners? Or is it that some teams lack the understanding and urgency of need? Whichever it is needs attention. The impact is two fold; firstly it means we cannot 'earn our keep' as we are subsidising the contract and secondly, the council is shooting itself in the foot as we are unable to deliver the outcomes the council originally sought to commission. A decision by CC to move a date three months to the right has little / no impact on the life of the council as it will still be here in finitum; whereas for a commissioned service it is a significant percentage of the contract life.

CC's links with Cormac hinder any progress being made, especially with localism, which is the reason form being very dissatisfied. Some services have been fantastic, for example help from [REDACTED] and some members of the Planning Dept, others have been poor, so it is not really possible to make a generalisation.

Overall the strategic direction seems to be sensible though obviously financially challenging. We don't have many direct contractual links currently but we in put on quite a bit of strategic direction through ESB, Brexit discussions and through equality and inclusion agendas. Direct support for Families through the early help hub has improved. We have concerns of the need to plan resources for vulnerable adults and struggling families when further funding cuts hit. We would like to be more collaboratively involved in mapping resources to need and more opportunities for service co-design.

The relationship between Cornwall Council and the VCSE needs a complete re-set.

contracts not improved or updated for 5 years, to reflect changes in society or Cornish Community.

working on the digital cornwall programme - our relationship is excellent

Different departments merit different responses. Customer service throughout appears a problem and lack of consistency in approach and advice very worrying

Services and officers vary considerably. Some areas have been very helpful. Others are difficult to engage with and do not seem to understand the nature of Town and Parish Councils.

We receive relevant information for Community Buildings and Village halls

Sometimes Cornwall Council reacts quickly and helpfully and sometimes it seems ponderous and unresponsive.

The CC often fail to fulfil their promises

There are still interactions with the Council which are patronising and not constructive. Not all areas but in some.

The Town Council was critical of the fact that securing a devolution deal was lengthy and complicated

As previously stated, active communication & consistent stakeholder engagement has been exceptionally poor: even basic needs are rarely met i.e. a prompt e mail reply, ability to make a telephone call to the relevant CC department

The University engages regularly and very effectively with different parts of the Council on a range of projects.

We get no support from our County Councillor. Our views on public rights of way in our Parish and as consultees on planning matters are ignored. We are disadvantaged by our geographic position and Cornwall Council has no appetite to support us with training courses.

Tripes. Empty building that could be used for the benefit of local people remains empty with CC paying commercial rates back to central government.

Having to repeat several times to get a response and a job done in certain areas eg grass and hedgerow cutting, Highway maintenance.

Collaborative partnership without red tape. We work direct with social care rather than commissioning which I think is better.

Too much bureaucracy

Mixed feelings - some officers are very good and helpful, but they work in a culture that tends to be risk averse

We appreciate there has been a change in structure and staffing with regards to the commissioning team but they have still kept us abreast of changes and we are due to meet with them shortly.

We have made various initial contacts but really struggled to translate these into a working relationship. We don't understand the barriers. We are especially keen to relate well to the Headstart Programme and have been promised meetings which don't happen because all are 'too busy'

it depends on who you can get through to if you can get through at all it can be difficult at times other times the person is really good and tries to assist

Housing service - very satisfied, but feel that other parts of the Council could engage with us in a more pro-active way/ as new ways of working are being developed (rather than after). As a partner we have a responsibility to contribute to debate/ discussion/ policy formation and are willing to do so.

There can at times feel to be a level of intransigence and points scoring which is not helpful in partnership working

The culture of Cornwall Council appears to regard town/parish councils as inferior partners, whose views and contributions to what is meant to be a partnership are often not sought until after a decision has been made, or just patronisingly ignored. There appears to be a reluctance across all departments to respond to correspondence in a timely and business like manner, and when a response is finally forthcoming it is often evasive and frankly unhelpful.

It seems to me that when help or advice is asked for Cornwall Council is negative in its replies or merely doesn't answer at all. Even genuine concerns about planning are ignored not only by the parish coucillors but by the residents thereof too.

I have worked with very difficult social workers who have a drive for NHS Funding

Some people within the council are very positive and easy to work with whilst others sometimes behave as if the council is trying to take over the world. We have good relationships with elected members who are in the main very approachable and want to work in partnership.

Historically a little difficult in terms of identifying and engaging with key responsible people, but latterly much better. Rapid changes in personnel / brief at Cornwall Council mitigates against the development of productive relationships.

We try to have a dialogue but are treated unprofessionally and not listened too

Cormac toilet contractors. Not doing their job & management refusing to acknowledge any problem.

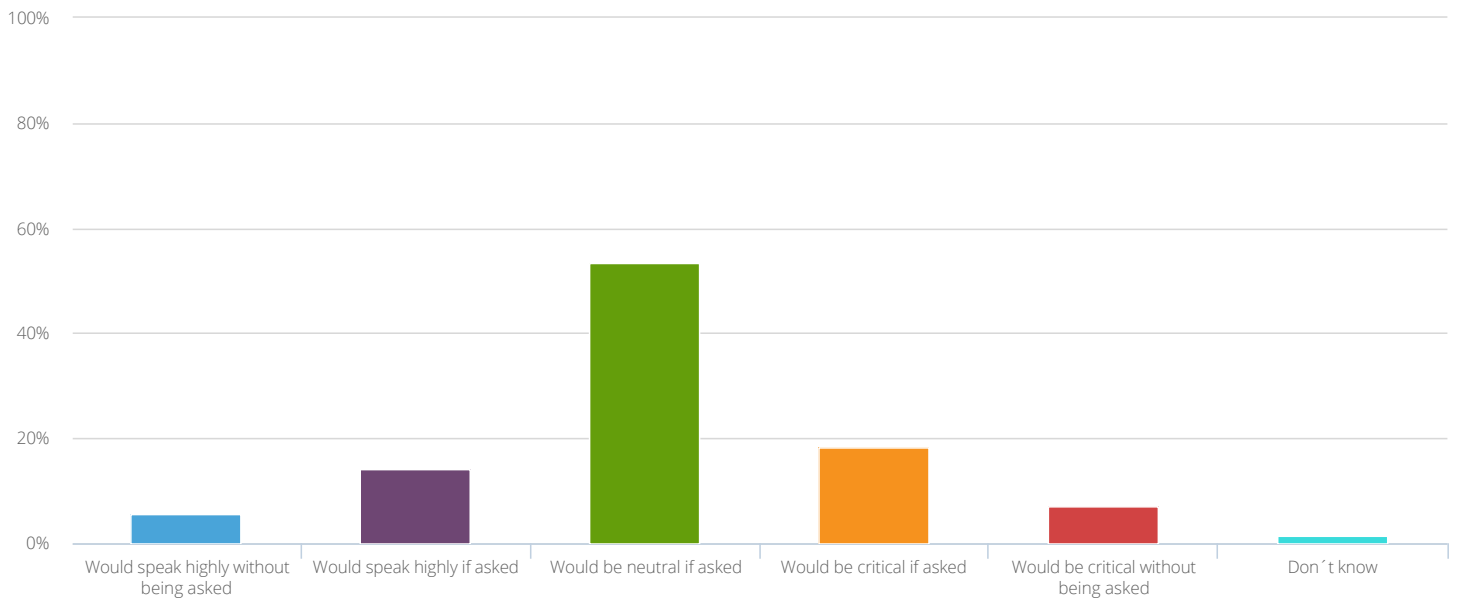
We feel that there needs to be better communication between all authorities and officers

On Planning, we sometimes feel that Cornwall Council does not always take enough notice of our representations. On grounds maintenance, we are part of Local Maintenance Partnership. However, this does not reimburse the full costs of keeping footpaths etc mown and so we are subsidizing Cornwall council, which is unfair.

We're satisfied with the departments and partners we work with most (Planning, Legal, Governance, CORMAC Highways and Solutions) in terms of personnel but feel they are often hidebound by national legislation, local policy restrictions and significant lack of resource (financial and people).

It's not always collaborative; often feels patriarchal.

5. Which of these statements best applies to your organisation's experience of working with Cornwall Council?



1	Would speak highly without being asked	4 (5.63 %)
2	Would speak highly if asked	10 (14.08 %)
3	Would be neutral if asked	38 (53.52 %)
4	Would be critical if asked	13 (18.31 %)
5	Would be critical without being asked	5 (7.04 %)
6	Don't know	1 (1.41 %)
Responses		71

Please give your reasons here (optional):

As previously and the general failure of the Cabinet to respond to the needs and criticism of residents.

Our experiences to date mean that there are some fantastic and committed staff who work over and above to collaborate on effective outcomes. Yet they are hampered by jobsworths and 'just here for the money' attitudes in other teams. The fact that CC is still in the same place as it was 7 years ago, suggests that there is a stalemate across senior managers. Powerful enough to resist a progressive direction of travel sought by council leaders, and of sufficient detached seniority to not drive forward the changes needed among 'delivery' teams. It feels at times if there are those 'coasting to retirement', a very old fashioned local authority attitude.

Cormac's link to CC and the prohibitive costs of their monopoly. Not seeing any action to comments or requests. Phone or email messages not being actioned. Forever being told there is no money for CC to carry out their responsibilities - but this is in part linked to the first comment.

CN4C and Cornwall Council share many of the same aspirations and values for Cornwall and it's people. We also share a sense of pragmatism in terms of the inevitability of service cuts that will come from decreased funding. Cornwall Council is showing better leadership by co-ordinating across statutory bodies to join up delivery and to better meet need. The next level of innovation requires both VCSE and private sector to be more involved with service users to create better outcomes for the future. Without this service cuts will lead to real hardship and an increase in the equal outcomes gap that already exists.

To simplistic, I would speak highly on some subjects/issues and be critical of others

We really want Cornwall Council to succeed and truly want to be a good partner, but cannot help feeling that Council staff not always on same page as members or the Executive. Partners still considered as inferior and disposable.

The Council does its best within its limited financial and staff resources b ut there is room for improvement in certain areas.

Links to previous answer - sometimes CC is responsive and efficient and sometimes it is the opposite.

For reasons as in previous answer

It would have been critical a few years ago. Some positive developments but still some staff need to be engaging in receptive to collaboration.

Frustrations over the devolution deal

Lack of accountability, poor communication strategy, an obvious disregard of the stakeholders basic needs

I regard it as a necessary evil

It varies depending on services and situation

It is a highly politicised environment and we are not sure that there is real commitment to working together Our offer is about making a strategic contribution in relation to inequality which fits with all the Policy documents but not necessarily with operations - there is a gap but it is not acknowledged and it feels that criticism of this would be unhelpful - we are seeking to contribute rather than to criticise.

as already explained it depends on who you get and how eager they are to assist

The council has an ambitious housing policy and backs it up with resources and effort. This is not the situation elsewhere in the country

Important partner who would respond badly to be criticised and would possibly seek retribution

See reply to Question 4. There needs to be a fundamental culture change within Cornwall Council that not just claims to want to work in partnership with town/parish councils, but recognises that words are not enough. There is clear evidence that bad communication, a poor regard for local councils, and a professional stance that says 'we actually don't really think you are that important' are widely held views across Cornwall Council's organisation. There seems to be currently a recognition that this exists, but we see no clear evidence that, apart from much pretentious wording in documents and publications, anything is changing in reality.

Reasons given at Q4

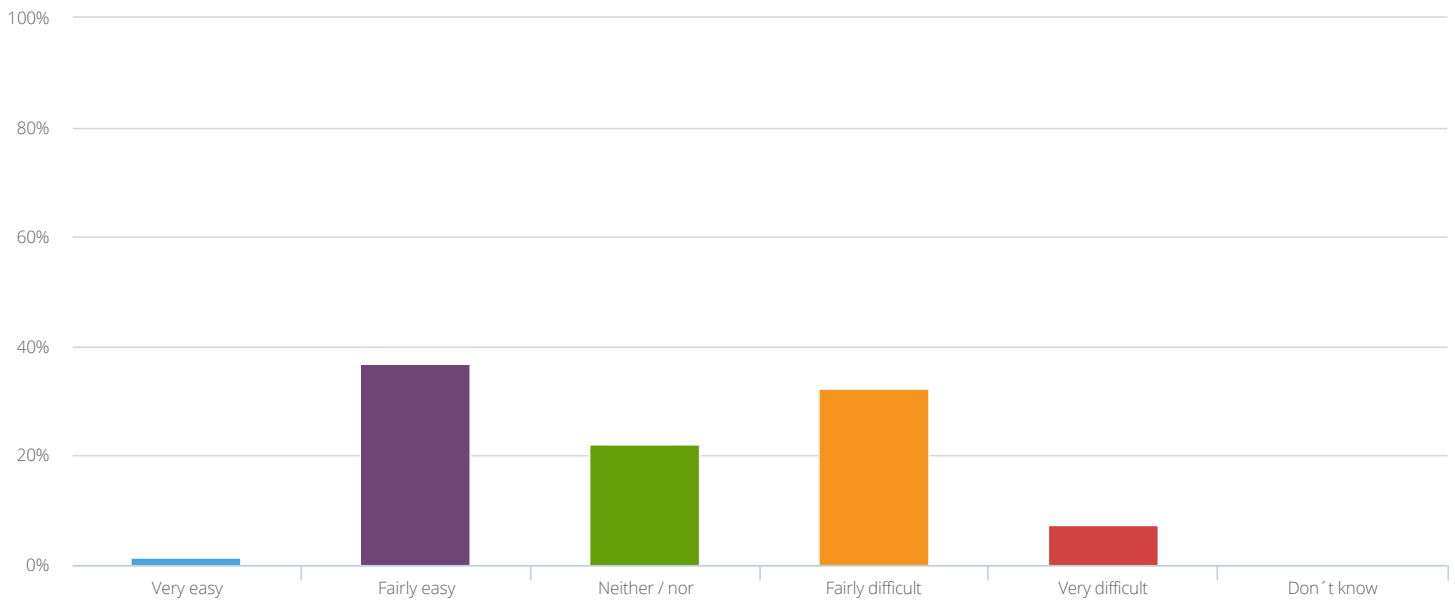
Latterly much better, but historically quite poor.

We have tried to work with key managers in Adult Social Care for the past 18months but there have been no improvements

After paying extra for services such as toilet cleaning & parking enforcement still no improvement. No understanding of the very real issues we have especially during the summer period

Don't do a lot with Cornwall Council at present and so it is hard to be either positive or critical.

6. Generally, how easy or difficult does your organisation find working with Cornwall Council?



1	Very easy	1 (1.47 %)
2	Fairly easy	25 (36.76 %)
3	Neither / nor	15 (22.06 %)
4	Fairly difficult	22 (32.35 %)
5	Very difficult	5 (7.35 %)
6	Don't know	0 (0 %)
Responses		68

Please give your reasons here (optional):

Multiple layers of management that appear not to communicate with each other effectively or consistently communicate with our organization. Confusion between respective roles of CC and the LEP.

St Francis; usually easy but not always simple to reach the officer really responsible. On planning issues most Case officers now much more willing to consult and discuss with objectors and not only the developers.

We have some fantastic people we work directly with, who are severely let down by the rest of the council. This is because those they seek solutions / answers from appear uninterested or hide behind systems and process. The bureaucracy itself at times is non-sensible and at times no-one seems to notice if someone who is responsible for a key step in process is absent, or even left the organisation!

Very frustrating trying to make progress on issues. Stranglehold of Cormac's link in the chain.

Inevitably frustrating at times in terms of bureaucracies and decision making processes and timescales! But genuinely there seems to be a better sense of willingness and a desire to work with the community if all of the systems are not yet in place to achieve maximum impact.

Your staff are over stretched. You demand very swift responses, set tight deadlines but then take ages to make a decision

This is really difficult as some elements are very very easy. Some staff are wonderful.....however.... Commissioners are unclear of what they want or have commissioned and expect more only when it suits. There is genuine inconsistency.

easy once we overcame the cumbersome procurement hurdles - not beneficial to Cornish sme's

Once again, some departments are willing to work with us, others use contact with us for a tick box approach

Obstructive, negative at the outset; the Council appears to be entrenched in the past and is not open to new initiatives unless they have been generated in-house

Can sometimes be hard to get hold of people, especially by telephone. CC decisions often based purely on budgetary considerations. Get the impression that CC is trying to dump services onto Parish Councils, who can mostly even less afford to provide them.

no comment

It can take a long time for a decision to be made or information to be processed within the Council. Also suggestions about ways to improve services in some areas are ignored. There can be a 'we know best' attitude to engagements.

Relations with many officers seem good

The inability to reply/ communicate in a timely fashion demonstrates a disinterest in issues and the stakeholders: usually infers that the person / department in question does not want to take accountability

Access to CC website usually not possible during planning meetings

Trying to communicate with someone always having to report through the website then not getting a response to when the work would or would not be done, all but the usual generic response.

We have meetings, provide lots of information (for free) follow up in writing and then hear nothing more

at times its difficult I find referring to adult social care can be difficult and there is no contact after to know what has happended.

Housing service - very easy. Would like other parts of the council to see housing organisations as natural partners for other policy areas, eg, health/ social care integration; regeneration; economic impact etc

See replies to last two questions. Additionally: Letters sent to Cornwall Council on official business go unacknowledged, worse still they go unanswered, even when sent to Portfolio Holders. Requests for information, for contact with specific officers, for responses to questions on statutory duties just go unanswered. The situation frankly is organisationally very poor. When there are responses it is the norm that it is by telephone, or by extremely brief and non-committal email. There appears to be no willingness to answer any query directly, or in a manner which creates a permanent record. Overall, with few exceptions, conducting business with Cornwall Council on local authority matters is time-consuming, repetitious, frustrating, and rarely produces a feeling that the organisation cares about what is doing in this regard.

Don't always follow up enquiries made to them. Have to chase!!

In the main people are easy to work with. Financial transactions are very difficult though and we spend many hours chasing payment from council colleagues.

Very good relationship with service commissioner. New CEO has improved other relationships significantly through clear direction / instruction to engage, indicating strong leadership and a commitment to positive change. However this is fairly recent and historical difficulties and some remaining difficulties about clarifying our position in relation to contributing to, and being paid for, input into key strategies, leaving us in a no-man's land.

Staff we have to engage with don't appear to understand the sector they are working in. Also they have a lot of arrogance and do not appear to value the opinion of external organisations

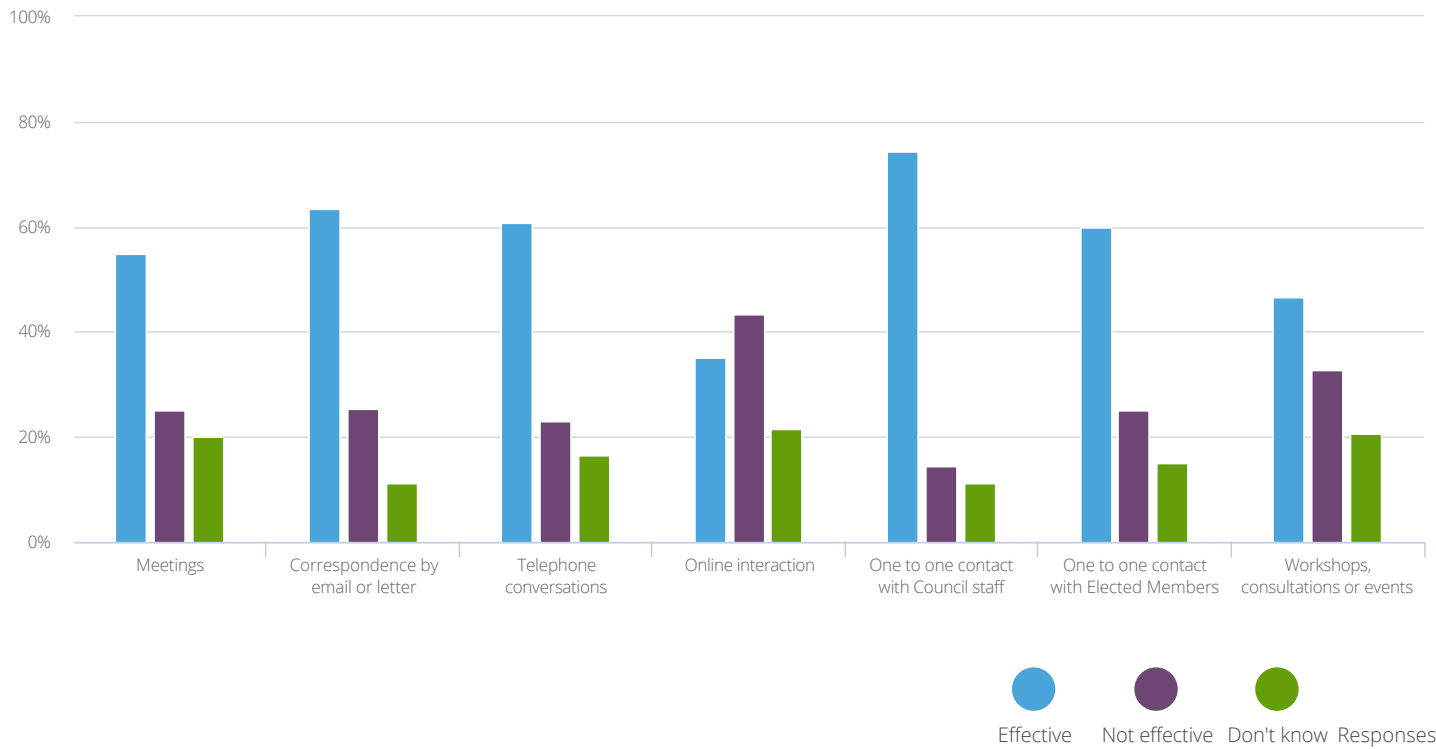
Senior officer are happy to meet & discuss but delivery of the agreed service is always lacking

Members of CC with whom we have dealt have always been friendly and endeavoured to be helpful within budget constraints

Spend lots of time attending 'consultation' meetings, but in reality they are more information sessions where CC say what is going to happen. Very little listening and adoption of feedback.

7. Working with the Council, how effective do you find:

Please tick all that apply



	Effective	Not effective	Don't know	Responses
Meetings	33 (55 %)	15 (25 %)	12 (20 %)	60
Correspondence by email or letter	40 (63.49 %)	16 (25.4 %)	7 (11.11 %)	63
Telephone conversations	37 (60.66 %)	14 (22.95 %)	10 (16.39 %)	61
Online interaction	21 (35 %)	26 (43.33 %)	13 (21.67 %)	60
One to one contact with Council staff	46 (74.19 %)	9 (14.52 %)	7 (11.29 %)	62
One to one contact with Elected Members	36 (60 %)	15 (25 %)	9 (15 %)	60
Workshops, consultations or events	27 (46.55 %)	19 (32.76 %)	12 (20.69 %)	58

Please add any additional feedback on working with the Council.

Accepting that officers are mostly busy it is still galling not to be called back but to have to leave more messages to get any response.

This is a generalisation, and does not apply to all departments or people, but it is very frustrating trying to get any reaction from some departments. For example, I have been waiting nearly 2 weeks for some dog fouling stickers and we have been waiting 5 years for some action on a footpath.

Again this varies greatly on individuals and on subjects/issues

This is very hit and miss depending upon the Department and or officers. Some communicate brilliantly, but overall performance inconsistent. Arrival of new Chief Executive has helped enormously.

I find that if I have a specific person to contact I get responses in a timely manner, however, if I fill in on line forms I do not always receive a response.

It is difficult to accurately evaluate. Experience varies considerably across all departments. This is also affected by the level of engagement actually desired by Heads of Service and Team members. If the desire to really work in partnership with regard for all parties is not present little can successfully be achieved.

This is not straight forward some meetings and engagements can be very effective others ok, while some not effective, it can vary depending on person and department.

As previous stated, CCC has made it very difficult to communicate with by any means. The departments I have tried send a holding e mail which is not time bound so you are left wondering when a reply will come. The Council Tax dept is the worse: 10 working day reply if you are lucky

I have replied 'don't know' as I have a very sensible communication with a member of CC staff but the follow through is never smooth. For instance, if hiring a room from us, please give the Purchase Order number there and then, not wait 2 months until everyone everywhere is in a complete tangle.

All seem effective at the time but we dont have any outcomes to show for our investment of time and effort. Just realised that this consultation may prove to be another example of this !

I have found that emails are good but can sometimes still leave you with no answer

Senior staff/ members are very busy, but make themselves available for partner conversations

The results set out above indicate that Cornwall Council`s performance in respect of modern day processes of communication is not effective. Even when failures to respond are highlighted, there appears to be no appetite for managerial scrutiny, or acceptance of responsibility by anyone within the chain of command. It is as if there is no belief that there is a duty to reply, to reply in a timely manner, and to reply intelligently ie to answer the question. One gets the feeling it is seen by many as some kind of game. or theoretical exercise which has no bearing on real life.

My actions are secondary as the main communications are from the elected County Councillor, the Clerk or the Parish Chair.

have to tick don't know with 4 and 5 as the experience is highly variable and the response does not allow for this. Re workshops / consultations - our most recent experience has been TCA programme, where we have been identified as a key development partner, agreed payment for our work, which subsequently has stalled in terms of permission, leaving us with option but to withdraw until situation clarified. Overall TCA has not delivered as planned.

There seems to be commitment from the CEO to work in partnership but this does not translate down to her staff teams

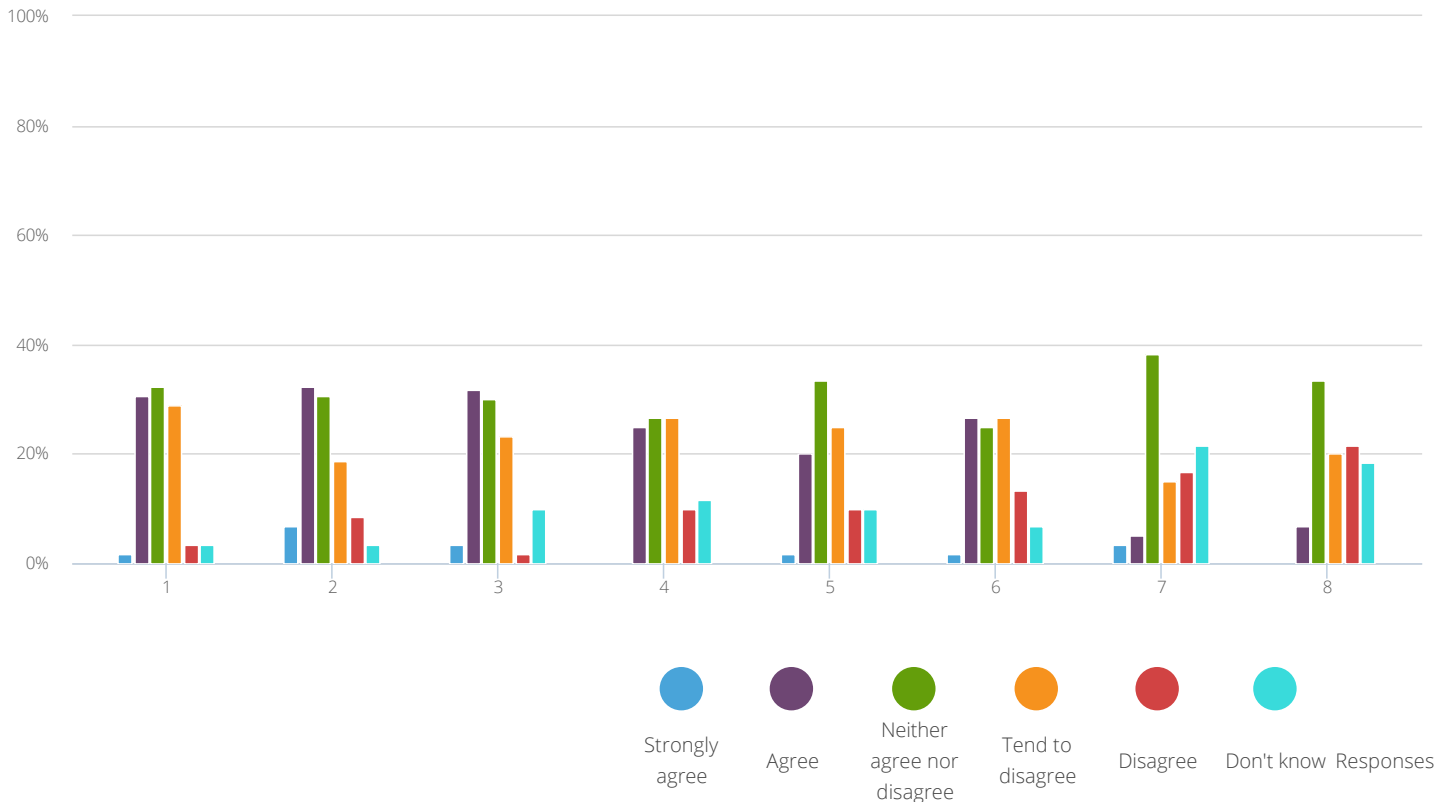
Some Cormac services & cornwal housing difficult to deal with

Email preferred to letters; the latter are not effective in general (adds time to communication, uses unnecessary paper, means documents have to be scanned to be circulated). Contact with our specific Member is ineffective because we feel he does not represent the views of the Parish Council/the parish as whole at County Hall, and gives inaccurate/misleading advice and guidance that wastes time in pursuing. The Parish Council does have effective one-to-one contact with Members for neighbouring areas.

8. To what extent do you agree or disagree with the following descriptions of partnership working across Cornwall?

Please tick one box for each response

Working in partnership across Cornwall...

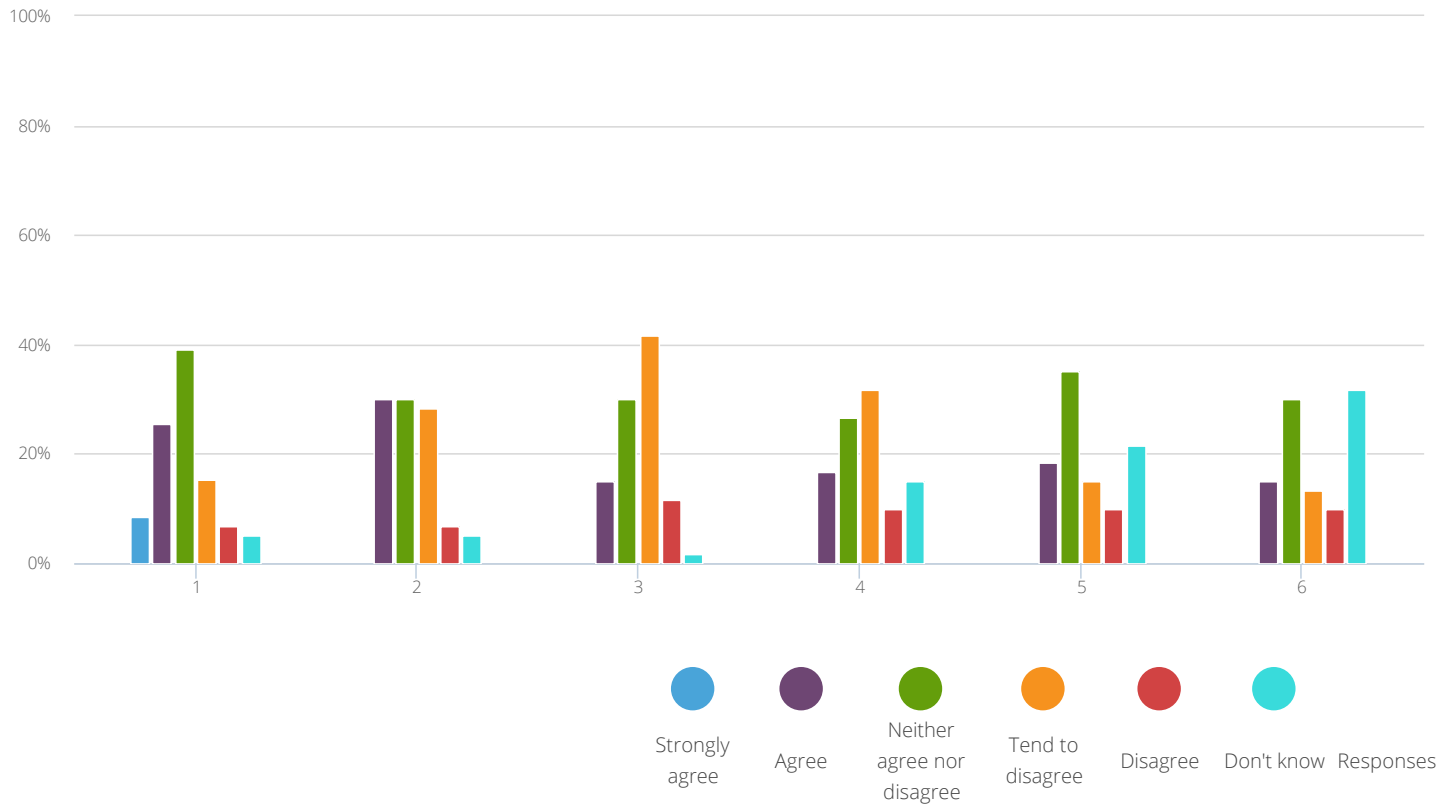


	Strongly agree	Agree	Neither agree nor disagree	Tend to disagree	Disagree	Don't know Responses	
Partners organisations work well together in Cornwall	1 (1.69 %)	18 (30.51 %)	19 (32.2 %)	17 (28.81 %)	2 (3.39 %)	2 (3.39 %)	59
Together with the Council, partners offer good services for Cornwall	4 (6.78 %)	19 (32.2 %)	18 (30.51 %)	11 (18.64 %)	5 (8.47 %)	2 (3.39 %)	59
The Council and partners have shared objectives	2 (3.33 %)	19 (31.67 %)	18 (30 %)	14 (23.33 %)	1 (1.67 %)	6 (10 %)	60
The Council has a good understanding of who does what in terms of partner organisations	0 (0 %)	15 (25 %)	16 (26.67 %)	16 (26.67 %)	6 (10 %)	7 (11.67 %)	60
I know how decisions are made by partner organisations and how to influence them	1 (1.67 %)	12 (20 %)	20 (33.33 %)	15 (25 %)	6 (10 %)	6 (10 %)	60
I know how decisions are made by the Council and how to influence them	1 (1.67 %)	16 (26.67 %)	15 (25 %)	16 (26.67 %)	8 (13.33 %)	4 (6.67 %)	60
The Cornwall Executive Group is effective	2 (3.33 %)	3 (5 %)	23 (38.33 %)	9 (15 %)	10 (16.67 %)	13 (21.67 %)	60
Conflict or tensions with or between partner organisations are actively managed by the Council when strategies are not aligned	0 (0 %)	4 (6.67 %)	20 (33.33 %)	12 (20 %)	13 (21.67 %)	11 (18.33 %)	60

9. To what extent do you agree or disagree with the following statements about the way Cornwall Council works in partnership?

Please tick one box for each response

Cornwall Council is...

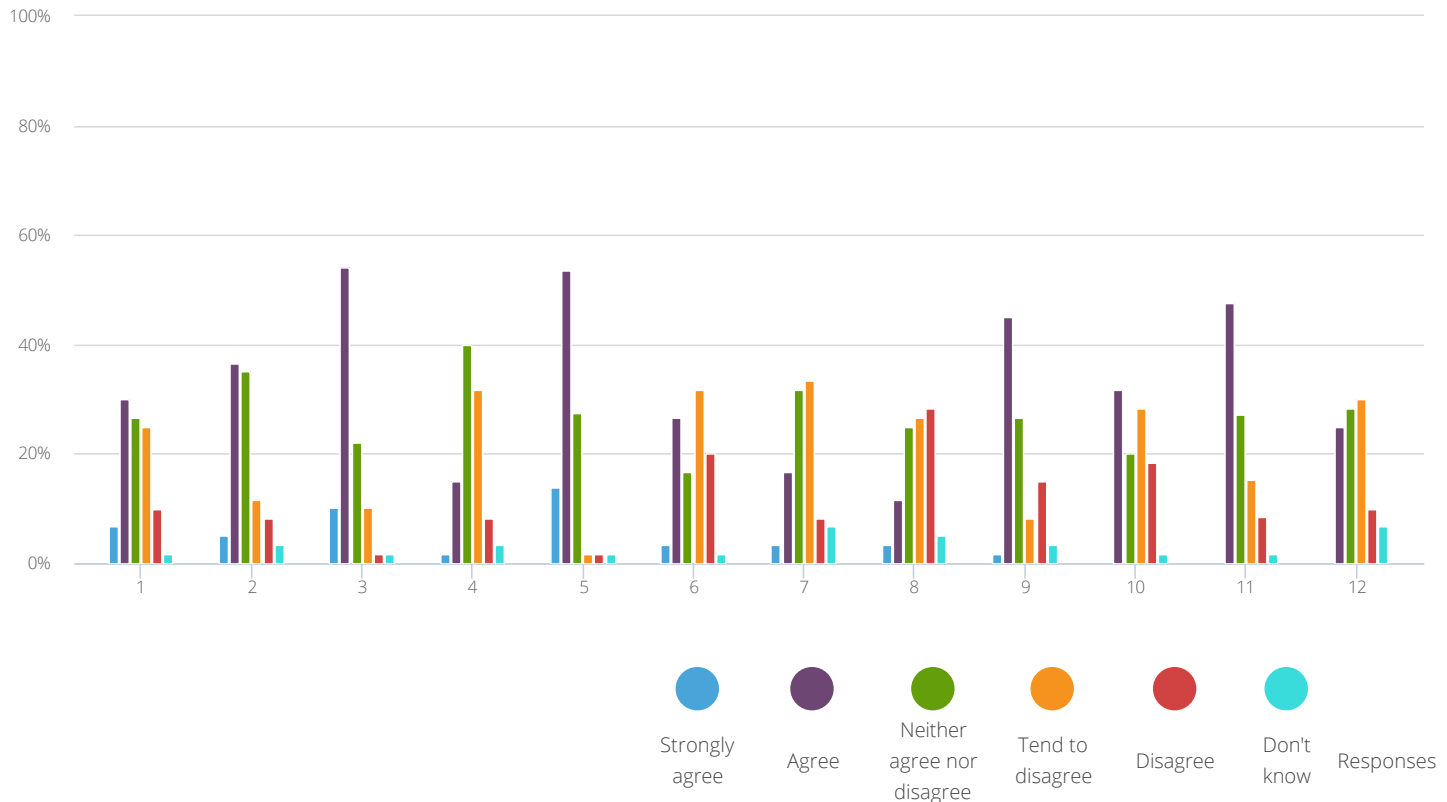


	Strongly agree	Agree	Neither agree nor disagree	Tend to disagree	Disagree	Don't know	Responses
Taking the lead in making things happen to make things better in Cornwall	5 (8.47 %)	15 (25.42 %)	23 (38.98 %)	9 (15.25 %)	4 (6.78 %)	3 (5.08 %)	59
Good at working with individuals or organisations to influence / shape the future	0 (0 %)	18 (30 %)	18 (30 %)	17 (28.33 %)	4 (6.67 %)	3 (5 %)	60
Working effectively at the community level	0 (0 %)	9 (15 %)	18 (30 %)	25 (41.67 %)	7 (11.67 %)	1 (1.67 %)	60
Working effectively in partnership with Town and Parish Councils	0 (0 %)	10 (16.67 %)	16 (26.67 %)	19 (31.67 %)	6 (10 %)	9 (15 %)	60
Working effectively in partnership with voluntary community and social enterprises	0 (0 %)	11 (18.33 %)	21 (35 %)	9 (15 %)	6 (10 %)	13 (21.67 %)	60
Working effectively in partnership with businesses	0 (0 %)	9 (15 %)	18 (30 %)	8 (13.33 %)	6 (10 %)	19 (31.67 %)	60

10. To what extent do you agree or disagree with the following statements about **working with people** from Cornwall Council?

Please tick one box for each response

Cornwall Council's people...

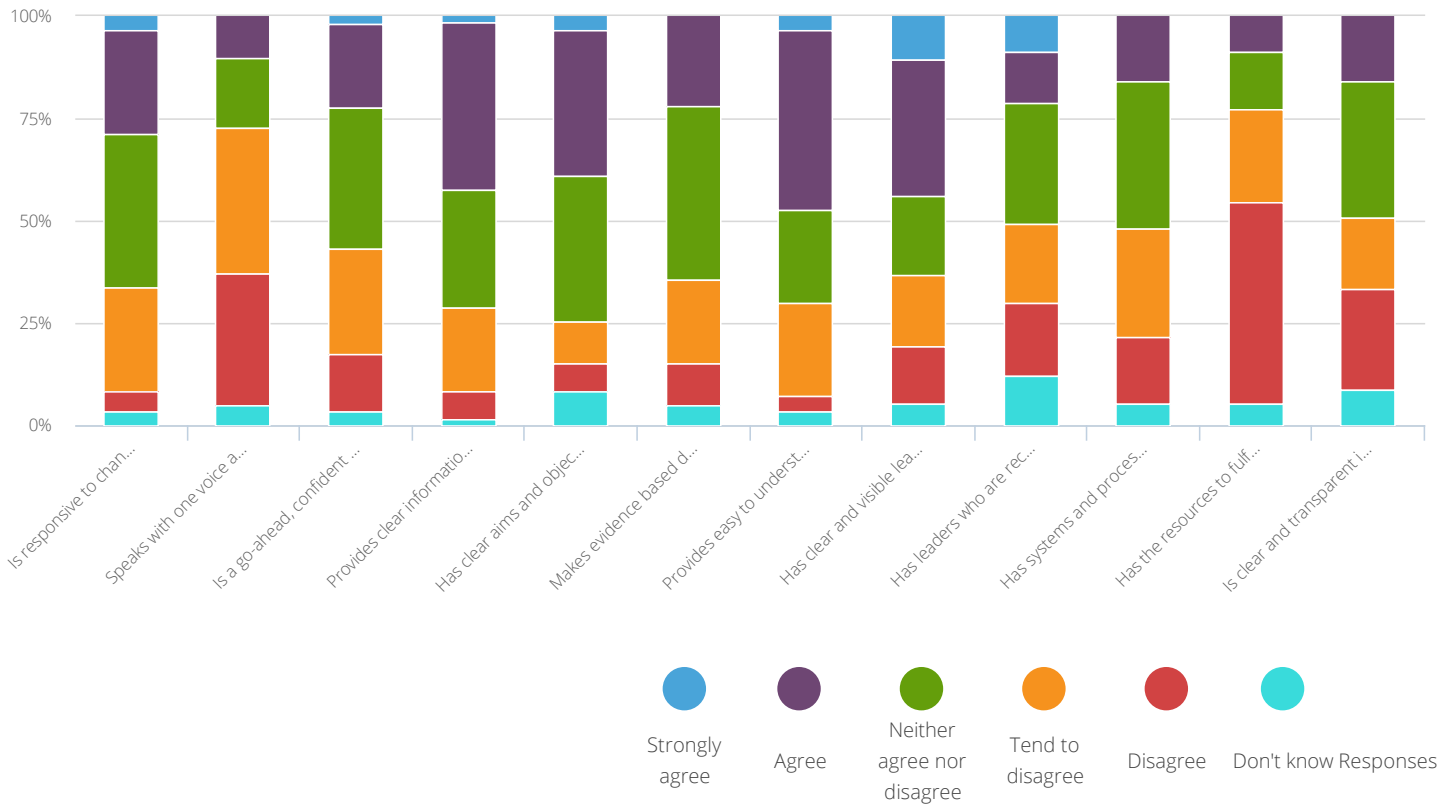


	Strongly agree	Agree	Neither agree nor disagree	Tend to disagree	Disagree	Don't know	Responses
Understand the challenges facing our organisation	4 (6.67 %)	18 (30 %)	16 (26.67 %)	15 (25 %)	6 (10 %)	1 (1.67 %)	60
Display passion and commitment to deliver positive outcomes for Cornwall	3 (5 %)	22 (36.67 %)	21 (35 %)	7 (11.67 %)	5 (8.33 %)	2 (3.33 %)	60
Are approachable / friendly	6 (10.17 %)	32 (54.24 %)	13 (22.03 %)	6 (10.17 %)	1 (1.69 %)	1 (1.69 %)	59
Are effective at finding solutions	1 (1.67 %)	9 (15 %)	24 (40 %)	19 (31.67 %)	5 (8.33 %)	2 (3.33 %)	60
Act in a professional manner	8 (13.79 %)	31 (53.45 %)	16 (27.59 %)	1 (1.72 %)	1 (1.72 %)	1 (1.72 %)	58
Are easy to contact - it is easy to have regular or face to face contact with them	2 (3.33 %)	16 (26.67 %)	10 (16.67 %)	19 (31.67 %)	12 (20 %)	1 (1.67 %)	60
Engage proactively with stakeholders and involve them in meaningful ways	2 (3.33 %)	10 (16.67 %)	19 (31.67 %)	20 (33.33 %)	5 (8.33 %)	4 (6.67 %)	60
Seek the views of our organisation before making decisions that might affect us	2 (3.33 %)	7 (11.67 %)	15 (25 %)	16 (26.67 %)	17 (28.33 %)	3 (5 %)	60
Provide helpful guidance	1 (1.67 %)	27 (45 %)	16 (26.67 %)	5 (8.33 %)	9 (15 %)	2 (3.33 %)	60
Respond within reasonable timeframes	0 (0 %)	19 (31.67 %)	12 (20 %)	17 (28.33 %)	11 (18.33 %)	1 (1.67 %)	60
Are confident and capable	0 (0 %)	28 (47.46 %)	16 (27.12 %)	9 (15.25 %)	5 (8.47 %)	1 (1.69 %)	59
Listen to what our organisation has to say	0 (0 %)	15 (25 %)	17 (28.33 %)	18 (30 %)	6 (10 %)	4 (6.67 %)	60

11. To what extent do you agree or disagree with the following **descriptions of Cornwall Council?**

Please tick one box for each response

Cornwall Council...



Is responsive to changing needs and circumstances of Cornwall	2 (3.39 %)	15 (25.42 %)	22 (37.29 %)	15 (25.42 %)	3 (5.08 %)	2 (3.39 %)	59
Speaks with one voice across the Council's teams and departments	0 (0 %)	6 (10.17 %)	10 (16.95 %)	21 (35.59 %)	19 (32.2 %)	3 (5.08 %)	59
Is a go-ahead, confident and active organisation	1 (1.72 %)	12 (20.69 %)	20 (34.48 %)	15 (25.86 %)	8 (13.79 %)	2 (3.45 %)	58
Provides clear information on what is happening in Cornwall	1 (1.69 %)	24 (40.68 %)	17 (28.81 %)	12 (20.34 %)	4 (6.78 %)	1 (1.69 %)	59
Has clear aims and objectives	2 (3.39 %)	21 (35.59 %)	21 (35.59 %)	6 (10.17 %)	4 (6.78 %)	5 (8.47 %)	59
Makes evidence based decisions	0 (0 %)	13 (22.03 %)	25 (42.37 %)	12 (20.34 %)	6 (10.17 %)	3 (5.08 %)	59
Provides easy to understand information on Council services	2 (3.51 %)	25 (43.86 %)	13 (22.81 %)	13 (22.81 %)	2 (3.51 %)	2 (3.51 %)	57
Has clear and visible leadership	6 (10.53 %)	19 (33.33 %)	11 (19.3 %)	10 (17.54 %)	8 (14.04 %)	3 (5.26 %)	57
Has leaders who are recognised as positive role models	5 (8.77 %)	7 (12.28 %)	17 (29.82 %)	11 (19.3 %)	10 (17.54 %)	7 (12.28 %)	57
Has systems and process which are helpful and easy to understand	0 (0 %)	9 (16.07 %)	20 (35.71 %)	15 (26.79 %)	9 (16.07 %)	3 (5.36 %)	56
Has the resources to fulfill its' obligations	0 (0 %)	5 (8.77 %)	8 (14.04 %)	13 (22.81 %)	28 (49.12 %)	3 (5.26 %)	57
Is clear and transparent in how it allocates resources	0 (0 %)	9 (15.79 %)	19 (33.33 %)	10 (17.54 %)	14 (24.56 %)	5 (8.77 %)	57

12. Please complete the following statements:

An example of when our organisation has worked effectively in partnership with Cornwall Council was when...

Sr Francis was under threat from a planning application. The Council was as helpful as its role as 'determiner' of the application allowed it to be.

Sorry - struggling to think of anything within the last year.

██████████ was involved with Highways. ██████████ actively offering to help. Planning Dept attending a site visit and also offering guidance.

1. We opened a Community Swap Shop in St Austell to meet emerging need for people with multiple and complex needs in the community. 2. Murdoch and Trevithick Day Centre was closing - we offered space in our community centre to house the service and to show the value of integrating services within the community. Despite some early concerns after nearly a year of operation everyone has settled in well. It makes our Centre more inclusive and gives M&T Service users a more mixed environment with more access to different activities. We would like to explore more opportunities like this in the future.

When we have successfully tendered for contracts, so that outputs, outcomes and performance measures are clear and understood

None

Reacting to changes in circumstances, when political, officer and commissioned services need new strategic thinking. And the strategy is inclusive.

Seeking help with our Neighbourhood Plan

We report issues on the highway within our parish, that need attention.

Organising conference

CC transferred the park, although it took a long time to undertake CC was approachable and committed.

Recent major devolution project

Coast path maintenance

no comment

In the Local Maintenance Partnership (LMP) agreement. Very helpful with regard to us commencing a Neighbourhood Development Plan.

Working with Children and Family Service on One Vision and service transformation.

The ongoing campaign to secure a link road from St Austell to the A30

N/A

The Council agreed to become a partner in our Launchpad entrepreneurship programme for 2017-2020.

We are pleased with the ease of Glen Hayden of Cormac and how efficient he deals with our concerns.

Taking over the toilets

Can't remember anything going completely smoothly. Forms we send just don't get returned. Invoices have to be chased constantly. CC does not comply with the terms of our invoices

staff from our organisation joined Council staff in supporting another authority prepare for Oftsed

Gave council tax relief to us a social enterprise

Local Maintenance Partnership for footpaths

We worked together on the emerging Local Plan

We worked jointly to house individuals moving from Budock, Tamarisk and Westheath.

cant think of any where it went smoothly its always a bit of a struggle

Development and delivery of the affordable housing programme

Following a decision to redesign a major road junction in our parish, without consultation, when we became aware of the potential for utter chaos, and after a concerted and completely unnecessarily complex and involved lobbying process, we were able to get a senior officer to actually listen to us, the decision to progress the work was reversed. An example of a local council using its local knowledge for the benefit of the community, but the process of achieving success was outrageously time-consuming and we were met with organisational obstruction and obsfuscation all along the way. It really should not be this way. Our intervention appeared to be resented even when it was perfectly obvious that the highways project team had flawed data, and had reached a conclusion which was not technically supported by the flawed data. The piece of work was shabby, it was clear it was shabby, and when we highlighted this we were treated with disdain until the final point where we were able to articulate our view face to face. At that point the decision was reversed and we were thanked. An odd process and very very discouraging.

Can't think of an example.

Really effective relationships with elective members - honest, transparent and open

Most recently, with regard to working with Planning and Licensing to overcome issues relating to access and inclusion for disabled people. This has been directed from the top, evidencing good leadership and commitment to equality from new CEO. Representatives have been committed, responsive and communicative.

We meet directly with the CEO, but then it falls apart when we have to meet managers below her

Purchase of new Rd toilets

Organising a feasibility study for a safe passageway for cyclists/pedestrians between Callington and Saltash. Cross-functional team has worked well and steady progress made

Too many years ago to be relevant

The three things that would enable our organisation to work even more effectively in partnership with Cornwall Council are:

1

More attempt to consult with the organisation at regular intervals of, say, 4 months at a middle management level.

For the council to better understand the pressures and tensions within VCSE organisations. They are not in a position to subsidise council contracts. There has to be realistic recompense in tenders to cover support costs, such as admin and management. You cannot have a front-line service without direction and support.

Sever links with Cormac. They are a monopoly that charge what they like and prevent any progress being made. For example, the Parish Council wants to fund some road safety measures as CC do not have the money. Although the PC has a fairly generous amount of money set aside for this it is unlikely that the work will be carried out as only Cormac can do the work and their charge is extremely excessive. They leech money out of CC and the PCs.

More commitment to co-designing services with the people who use and need them. This should then influence a needs map on theme and locality. This should then be followed with evidence based commissioning that demonstrates ability to change outcomes through excellent practice and to add value locally.

For the council to engage in genuine co-production, with users, delivery partners and stakeholders. To recommit to prevention and early intervention

Quicker responses

For Commissioners to be clear and current in the needs of service provision.

Making it easier to contact individual staff

A better way of making contact with officers than via an on line form

Speedy responses from all departments, some find it difficult to know we are trying to contact them

a better understanding of where money is spent and how it is allocated

More empathy and support within the legal processes

The Council having a better understanding of what our aims and goals are

Answer questions when asked and quickly, not 3 weeks later.

If a Parish Council was to be provided with direct contact numbers of officers

Cornwall Council Officers and Ward Members having greater knowledge and understanding of what Parish and Town Councils seek to deliver within their communities.

More funding

Properly communicate with Parish Councils while listening to their concerns.

Ensuring our Planning Comments carry more weight as they represent the views of our electorate.

Mutual respect and constructive dialogue in all departments.

Resolving issues more quickly which would increase mutual confidence

Have a stakeholder communication & engagement strategy and then apply it: trying to contact somebody / department at CCC is so very difficult to the point where cynically I believe it has been designed that way to avoid taking accountability and have to deal, at times, with difficult situations. My experiences have been poor ones and have written to [REDACTED] on several occasions expressing my disappointment & frustration. Treat people as individuals, it makes a difference

Regular contact with senior leaders.

To have a County Councillor attend our monthly meetings.

Tell us where infrastructure levy money raised here was spent.

Get your act together

To have a person specific to an area of report, eg highway maintenance, signage, grass cutting and waste, the Clerk can speak to with local problems.

a phone directory for all staff in the Council

More consultation prior to policy development

Working together on joint training to improve understanding of environmental responsibilities by planner in CC

Listen

People who listen and try to help and not fob us off

Involve us more in strategic partnership groups and meetings

A complete culture change within Cornwall Council, from the top to the bottom, every single person, officer or member. The organisation is there to serve. It is a service industry. Service industries in a commercial world regard their customers as vital and valuable. Cornwall Council generally acts as if it does not really care. It says it cares, but its actions generally reveal that it does not want to be bothered with caring for its customers. Until this changes, root and branch, with everybody being held responsible for implementing the 'genuine customer culture' things cannot change. Glossy leaflets, fancy project teams, so on and so on are wasted time, money and energy until the overall culture philosophy changes fundamentally.

Not increasing the boundary size which will put more strain on the elected persons serving an increased number of residents/population etc.

Improved leadership and a feeling of genuine openness from officers.

More opportunities to directly engage via events / workshops, where Council strategy was clearly explained, including discussion about our potential role within that as formal, informal partners.

Getting to talk to the right people who have the authority to make decisions

Provide more evidence to prove work/ attendance is as officers says.

Having a Member who engages constructively with the Parish Council, represents its views accurately and with commitment at County Hall, and provides appropriate help and guidance for items that are a priority to the parish as a whole

reduce number of 'back hander' awards of contracts handed to courtesan organisations; those who spend time wooing council officials.

2

As far as the Parish Council is concerned, to speed up responses to enquiries

To be more time effective and not shelve things until later. If the council have tendered a contract dependent on aspects from the council then that dependency must be met asap. Otherwise don't include it in the tender specification. 7/10 the council cannot meet its obligations.

Just to stress the point, another example of Cormac's unrealistic charges. Cormac allocates the LMP amount, yet when they quoted for the LMP contract in our parish their price was 3 times the LMP amount. Again, to stress, Cormac stranglehold on CC's and PC's work is an extortionate monopoly.

More open dialogue on potential innovation models particularly through systems and process change. Take more of a convenor role. Become a collaborator. Sometimes there is a mutual desire to see change but things that could be truly innovative get parked in the "too difficult" pile mostly because of process, ownership or middle management permafrost!

To give more thought to what qualities, values, skills and knowledge the council wants from its delivery partners, and then respecting the skills of the partner to deliver

Stop passing enquiries to another department rather than dealing with them.

Local providers to be trusted to deliver local services in their own communities.

Speedier responses from staff with emails/letters/face to face contact

Increased resources - including more council staff ie enforcement officers. It is no use us reporting planning breaches if there is no one to follow them up.

ensuring that the same team or staff member is available to deal with projects and issues from start to finish (ie keeping good staff happy so they want to stay at CC)

Simpler less bureaucratic procedures and greater delegation of decision making/budgets

The Council having a better understanding of resource /capacity issues

Staff know what they are talking about, and can give advice that is correct.

If the Cornwall Council was not run by a cabinet but ward members given more authority

Combined and fairly supported partnerships combined with an honest and more transparent commitment to real aims.

Also listen to what communities are saying.

Consultation well in advance of any planned changes / devolution of services to allow for adequate time for potential changes to our budget.

Rapid response to questions and processing of information, requests and financial transactions.

Cornwall Councillors being better informed about local issues

Take an active interest in what people say, need and want - I regularly hear from within the local community that CCC isn't interested, nothing changes, they are all in it for themselves. CCC's reputation has to change

To have clear and definitive training that is accessible to all Councillors regardless of geographical position and at times that working Councillors can attend. It must be borne in mind that Local Councillors accept their position voluntarily for no financial gain.

Compulsory purchase some land for burials in Bude Stratton

Think outside the box

Regular meetings with CC local services.

Clear staff diagrams so we can keep up to date with who is doing what

Better communications about changes in council

Focussed discussions on how we can help each other deliver of shared ambitions

better phone contact system

Engage with us more in respect of corporate strategy development

Better channels of communication with a requirement to acknowledge messages and letters when received, and a requirement to answer within a set time or send a holding reply setting out the date when a response will be given.

To actually conduct site visits of matters of safety concerns, particular those involving children.

Earlier co-production in terms of consultation with stakeholders, which too often seems a pre-judged 'tick box' exercise.

For us to be able to feedback on how we are often treated, unprofessionally and with arrogance from Cornwall staff

Learn to trust what parish councils say is true.

More events (e.g. training and communication sessions) in SE Cornwall (Callington-Liskeard-Saltash area). Bodmin-Truro-Redruth aren't convenient for volunteer Councillors (many who work full-time) and a part-time Clerk. Perhaps greater use of CNP meetings in this respect

Actually listen and consider ideas at alleged consultation events, rather than closing down sensible suggestions put forward,

3

Generally to exercise much closer control of Cormac, its excessive pricing and its disregard for local residents; as exemplified by the Bodmin fiasco.

Genuinely listen and respond honestly. Far too much rhetoric that over promises and under delivers.

Respond to phone calls and email requests.

Speed up! - on decision making, on response times, on taking ideas to fruition. This requires more information sharing and joining up internally (invest in a proper CRM?) and appropriate levels of delegated authority.

having co-produced and agreed on the above - to agree clear outcomes

Greater transparency

For services to be less Truro centric

Staff being more open and listening

A better understanding of the cycle of services within our parish that are provided by Cornwall Council

Ensuring that responses to questions are timely

More trust and respect of Parish/Town councils

A better dialogue between partners at the outset of negotiating any programme of devolution.

If Parish Council comments on Planning Applications were given more consideration

Improved communications and cooperation from Ward Member. So much could be achieved with real partnership working!

Local issue decisions should be taken by Elected Cornwall Councillors who represent the area they live in and not made by those who live in far flung parts of the County

Full coproduction of services, joint design, development and delivery.

More financial support for local projects

Get stuff done in a timely and well thought through manner - a woeful reputation in adopting a lethargic & laconic approach to project delivery & asset maintenance: please stop blaming everything on the lack of funds

To have more input in planning application decisions as local Councillors know the history of a site and have knowledge of their area.

Improve the IT connectivity so we can see plans during meetings.

You are not the only important organisation in Cornwall

Greater Systems thinking within the Council

Cost savings in more appropriate settings eg consultancy

Seeing the Cornwall Environmental Growth Strategy embedded in decision making across all areas of CC

clear guidance who is responsible and who to contact directly for assistance

Utilise our willingness to be active partners and our willingness to put time and effort into supporting the council address the challenges it faces

Clear management chain with responsibility being taken by managers for poor and bad performance by subordinates, from the bottom to the top.

Less arbitrary decisions from the ivory tower of County Hall and more personal involvement with the local community.

Clearer lines of accountability / responsibility so it is easier to engage / talk to the right people at the right time.

For the all members of council staff to understand our role and the value we bring

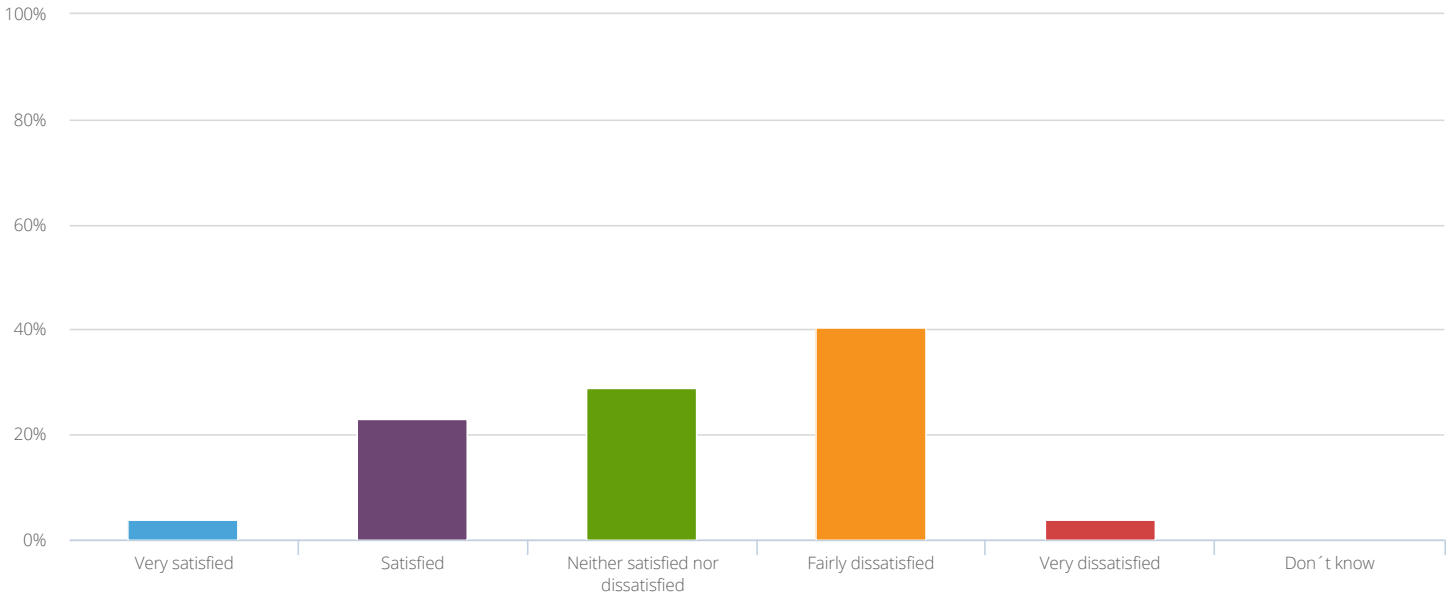
Supply direct contacts for main departments

There seems to be an increasing number of consultations and surveys coming from Cornwall Council. It would help significantly if these were sent routinely both in pdf and Word formats so they can be circulated for consideration and (the Word doc) used to create a draft reply to discuss in meetings. This one, for example, was pasted from pdf to a document to a spreadsheet. Over a year, this adds up to many hours of the Clerk's time and sometimes dissuades Councillors from making a response.

Sort out the roadblock of the glass ceiling / floor management level. Those who have escaped all the various restructures as they have enough influence to

The following questions are being asked in this year's Place Survey and I would welcome your answers to them too so we can compare the views of residents and stakeholders

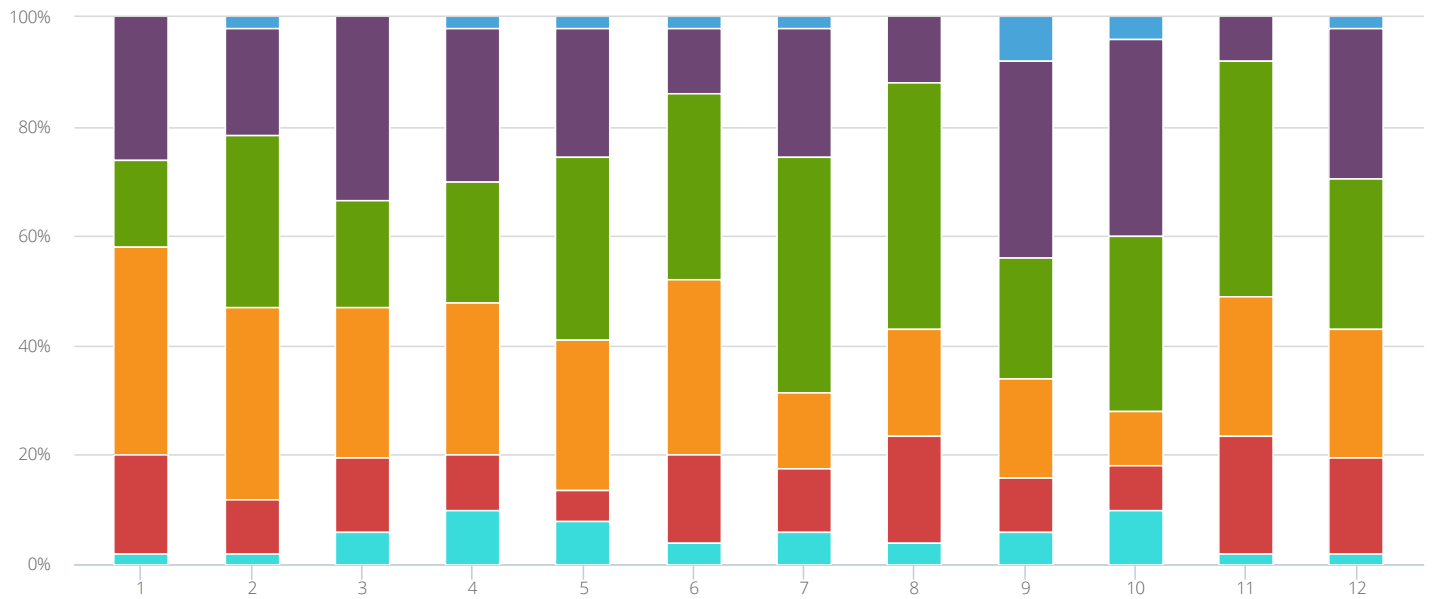
14. Overall, how satisfied or dissatisfied is your organisation with the way Cornwall Council runs things?



1	Very satisfied	2 (3.85 %)
2	Satisfied	12 (23.08 %)
3	Neither satisfied nor dissatisfied	15 (28.85 %)
4	Fairly dissatisfied	21 (40.38 %)
5	Very dissatisfied	2 (3.85 %)
6	Don't know	0 (0 %)
Responses		52

15. To what extent does your organisation think that these statements apply to Cornwall Council?

Please tick one box for each response



	1 (0%)	2 (26%)	3 (16%)	4 (38%)	5 (18%)	6 (2%)	Responses
I feel able to influence Council decisions in my local area	0 (0%)	13 (26%)	8 (16%)	19 (38%)	9 (18%)	1 (2%)	50
Is making the local area a better place to live	1 (1.96%)	10 (19.61%)	16 (31.37%)	18 (35.29%)	5 (9.8%)	1 (1.96%)	51
Is working to make the area cleaner	0 (0%)	17 (33.33%)	10 (19.61%)	14 (27.45%)	7 (13.73%)	3 (5.88%)	51
Is working to make the area greener	1 (2%)	14 (28%)	11 (22%)	14 (28%)	5 (10%)	5 (10%)	50
Is working to make the area safer	1 (1.96%)	12 (23.53%)	17 (33.33%)	14 (27.45%)	3 (5.88%)	4 (7.84%)	51
Is efficient and well run	1 (2%)	6 (12%)	17 (34%)	16 (32%)	8 (16%)	2 (4%)	50
Is trustworthy	1 (1.96%)	12 (23.53%)	22 (43.14%)	7 (13.73%)	6 (11.76%)	3 (5.88%)	51
Acts on the concerns of local residents	0 (0%)	6 (11.76%)	23 (45.1%)	10 (19.61%)	10 (19.61%)	2 (3.92%)	51
Is campaigning and standing up for Cornwall	4 (8%)	18 (36%)	11 (22%)	9 (18%)	5 (10%)	3 (6%)	50
Treats all types of people fairly	2 (4%)	18 (36%)	16 (32%)	5 (10%)	4 (8%)	5 (10%)	50
Provides value for money	0 (0%)	4 (7.84%)	22 (43.14%)	13 (25.49%)	11 (21.57%)	1 (1.96%)	51
Keeps residents and partners well informed about the services and benefits it provides	1 (1.96%)	14 (27.45%)	14 (27.45%)	12 (23.53%)	9 (17.65%)	1 (1.96%)	51