Town Clerk's Department
Municipal Buildings
Boscawen Street
Truro TR1 2NE
Tel. (01872) 274766
www.truro.gov.uk
email: info@truro.gov.uk

04 November 2026

To: The Mayor (Councillor Wells)
Deputy Mayor (Councillor Rich)
Chair (Councillor Webb)
Vice-Chair (Councillor Biscoe) and members of the **FINANCE & GENERAL PURPOSES COMMITTEE:** Councillors Carlyon, Claxton, Collins-Rajna, Knuckey, Pascoe, Swain, Tucker, Chairman of Parks and Amenities Committee (Councillor La Borde), and all other Members of **TRURO CITY COUNCIL** *for information.*

Dear Councillor,
NOTICE IS HEREBY GIVEN that the meeting of the **FINANCE & GENERAL PURPOSES COMMITTEE** will be held at **THE LARGE ROOM, TRURO COMMUNITY LIBRARY, UNION PLACE, TRURO, TR1 1EP** on **MONDAY 09 NOVEMBER 2026** at **19:00** for the transaction of the under mentioned business:

The press and public are invited to attend. Meetings are held in public and could be filmed or recorded by broadcasters, the media, or members of the public.

AGENDA

1 **COUNCILLORS IN ATTENDANCE AND APOLOGIES**
To **note** apologies.

2 **DECLARATIONS OF INTEREST**
To **receive** and **resolve** on any dispensation requests.

3 **OPEN SESSION FOR ELECTORS OF TRURO RELATING TO ITEMS ON THIS AGENDA VERBAL QUESTIONS** (5 minutes only)

4 **MINUTES**
To **resolve** to approve and sign the minutes of the Finance and General Purposes Committee meeting held on 19 October 2026. (Appendix 1 pg3)

5 **OFFICER REPORTS**
See item 10 a.

6 **CHAIR'S REPORT**
To **receive** a verbal report.

7 **CORRESPONDENCE**
a. Emails of thanks for grants. (Appendix 2 pg7)

8 **AGENDA ITEMS**
a. **Visitor Survey** (Appendix 3 pg9)
To **note** the results of the visitor survey.

b. **CIL**
To **resolve** to recommend to Council to contribute the CIL receipt of £7,607.98 to the play equipment reserve.

c. **Friends of Daubuz Moor Grant**
To **resolve** to reallocate returned funds from the Internation Food Festival to the Friends of Daubuz Moor.

d. **Request for parish support for the Elliott Exhibition Foundation** (Appendix 4 pg93)
To **resolve** to allocate £800 in the budget for 2027-28 as a contribution to the Elliott Exhibition Foundation (through the budgeting process).

e. **2027-28 Service Plans**
i. Events (Appendix 5 pg96)

ii. Communications (Appendix 6 pg103)

iii. Facilities (Appendix 7 pg110)

iv. Parks & Amenities (Appendix 8 pg116)

v. Senior Management (Appendix 9 pg124)
To **note** the contents of this report and **resolve** to delegate to the Town Clerk and Deputy Town Clerk/RFO responsibility for including the costs of the additional post in the 2027/28 budget setting process for further consideration.

f. **Facilities & Properties Advisory Sub-Committee** (Appendix 10 pg129)
To **receive** the minutes of the meeting held 29 10 2026.

9 To **note** the **BANK BALANCES** as at 31 October 2026.

HSBC Current Account	£191,173.23
CCLA Public Sector Deposit	£4,561,046.47
==========	==========
Total	£4,752,219.70

10 **EXCLUSION OF THE PRESS AND PUBLIC**
In accordance with s1(2) of the Public Bodies (Admission to Meetings) Act 1960, the press and public will be excluded from the meeting during consideration of the following items by reason of their confidential or special nature: Staffing.

a. **Responsible Financial Officer** (Appendix 11 pg131)
To **receive** a report on governance, information management, workforce policy updates, budgeting and audit.

11 **READMITTANCE OF THE PRESS AND PUBLIC**
Press and public will be permitted to rejoin the meeting following the conclusion of the confidential items.

12 **DATE OF NEXT MEETING**
11 January 2027

13 **ITEMS FOR FUTURE MEETINGS**
Town Deal Project Updates (inc NLCB), CCTV, IT Policy.

David Rodda MBE
TOWN CLERK

TRURO CITY COUNCIL

Town Clerk's Department
Municipal Buildings
Boscawen Street
Truro TR1 2NE
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MEETING OF THE FINANCE AND GENERAL PURPOSES COMMITTEE HELD 19 OCTOBER 2026 AT 19:00 IN THE LARGE ROOM, TRURO COMMUNITY LIBRARY, UNION PLACE, TRURO, TR1 1EP

PRESENT:	Councillors Webb (Chairman), Biscoe (Vice-Chairman), Rich (Deputy Mayor), Carlyon, Claxton, Collins-Rajna, Knuckey, Swain, and Tucker.
APOLOGIES:	Councillor Honorary Freeman Wells (Mayor) [business].
ABSENT:	Councillor Pascoe.
ALSO IN ATTENDANCE:	David Rodda (Town Clerk), Esther Greig (Deputy Town Clerk & Responsible Financial Officer), and William Thorpe-Stanley (Committee Clerk). Stephen Lennon – Truro Anti Social Behaviour Officer Tamsin Lees - Community Safety Manager, Cornwall Council

1 COUNCILLORS IN ATTENDANCE AND APOLOGIES

The apologies were noted. F/26/886

2 DECLARATIONS OF INTEREST

Councillor Biscoe - item 8.a – non-registerable - to leave the room
Councillor Rich - item 7.b – non-registerable - to leave the room F/26/887

3 OPEN SESSION FOR ELECTORS OF TRURO RELATING TO ITEMS ON THIS AGENDA VERBAL QUESTIONS

None. F/26/889

4 MINUTES

It was proposed by Councillor Webb, seconded by Councillor Tucker, and **RESOLVED** that the minutes of the meeting held 14 September 2026 be considered a correct record and signed. **F/26/890**

8d ASB Officer Funding

Councillors asked the ASB Officer on what preparations there were for more serious occurrences such as violent protests, the difference in responsibility between the role and the Street Rangers, and what the Council may do to continue assisting the activity.

The report on the activities of the Truro Antisocial Behaviour Officer during 2025/26 was **noted**. F/26/891

The annual costs of the remainder of the 3-year Service Level Agreement with Cornwall Council for the provision of an Anti-social Behaviour Officer have been reduced to £33,731 in 2027/28 and £35,706 for 2028/29 was **noted**. F/26/892

5a Responsible Financial Officer Report

The report was **noted**. F/26/893

The RFO reported that Arlingclose had been instructed to review the investment report. It had been asked if the City Council had or wanted an ESG or Ethical Policy if it chose to explore other asset classes in the future. It was advised it could be difficult to find agreement, and members were asked for a steer on if

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they wished to look at this or rely on the officer's judgment. The committee stated that Council had agreed to pursue a policy of ethical investment and it was for officers to best deliver this.

8a Q2 Expenditure to Budget

The committee were pleased to see the apportionment of loans to the releavnt building/service as that provides a clearer understanding of the costs of each location. It was said the wage bill for the café had to be strictly monitored over the winter to ensure that the good progress made to date is not lost. Solutions to the paper costs to be investigated, potentially being an IT solution for Councillors.

There was a question as to the way the loss of rental income at the VIC was shown, this was said to be budgeted as £0 in 2027-28.

The report was **noted**. F/26/894

[Councillor Biscoe left the room at 19:46.]

It was proposed by Councillor Webb, seconded by Councillor Tucker and **recommended** that Full Council resolves to allocate £18,500 to Moresk repairs and £20,000 to additional 2 x Q3 bye-elections from the general reserve. F/26/895

[Councillor Biscoe entered the room at 19:48.]

5b Community Development Officer

The report was **noted**. F/26/896

Councillors commended the improved quality of the report, specifically its increased readability and use of data. It was suggested that more measures of outcomes could be used, different to participation figures.

Given the use thus far of the H.A.L.O. project the committee were keen to understand the cost per unique participant once the project is completed in order to judge value for money.

A discussion was had as to where the council fits not being a social service provider but there being an identified need. TCC considered itself a pioneer in leading on local needs social prescribing.

6 CHAIRS REPORT

The Chair had nothing to report. F/26/897

7 CORRESPONDENCE

a. Weymouth Town Council Sustainable Communities Act Dependants' Carers' Allowance updated proposal.

The email was **noted**. F/26/898

It was proposed by Councillor Swain, seconded by Councillor Rich and **RESOLVED** to sign the letter. Councillor Carlyon requested her vote against the motion be recorded. **F/26/899**

[Councillor Rich left the room at 20:09.]

b. Future of Truro Loops

The letter was **noted**. F/26/900

The change from a CIC to a CIO meant the terms of the licence to occupy the room at the Boscawen Park Tennis Pavilion would be nullified, this change to be taken as an opportunity to renew the agreement for the remainder of the 5 year term (until April 2028). It could also facilitate discussion about the future occupation of the room beyond this date.

It was proposed by Councillor Biscoe, seconded by Councillor Tucker and **RESOLVED** to ask the Town Clerk to converse with the Truro Loops on the future occupation of the Loops room. **F/26/901**

c. [Councillor Rich entered the room at 20:19.]

National Emergency Briefing
The email was **noted**. F/26/902

It was proposed by Councillor Webb, seconded by Councillor Tucker and **RESOLVED** to nominate Councillor La Borde as delegate for the event. **F/26/903**

8 AGENDA ITEMS

b Young Future Hubs
It was proposed by Councillor La Borde, seconded by Councillor Claxton and **RESOLVED** to send letter to Cornwall Council to request that one of two future hubs destined for Cornwall is located in Truro. **F/26/904**

c 2027-28 Service Plans
The Town Clerk introduced the item as the mechanism for staff to outline what they hope to achieve and require to provide their respective services next year. The committee was being asked for its view on the scope and scale.

i. **Democratic Services** F/26/905
It was said the shortfall due to a reduction in staffing would be managed via increased efficiencies and computer systems.

The committee supported the service plan commenting only that it was ordinary change to operational activity.

ii. **Visit Truro & Destination Marketing** F/26/906
Discussion was had on the connection between Visit Truro and the VIC. It was put that the value of the service was difficult to measure but was acknowledged as an investment in the economy of Truro. Councillors felt destination marketing was a long term exercise and committing to minimum functions was inadequate.

iii. **Community Development** F/26/907
The committee made comment the service plan was too detailed, didn't display direction or ambition, and needed a clearer strategy on what the Community Development Department was for.

iv. **Visitor Information Centre** F/26/908
The service plan was supported and it was noted that a previously tabled options report on the future siting of the VIC beyond June 2028 would be considered seperately by Council in 2027.

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v. **Community Library** F/26/909

There was agreement with the need for additional staff hours. Some members questioned what more could be done to secure the remainder of the books from the Cornish section from theft; these being irreplaceable antiquarian books.

e Councillor Gifts & Hospitality

The register of gifts and hospitality received by councillors for Q2 2026-27 was **noted**. F/26/910

Councillor	Date of Gift	Gift From	Reason for Gift	Gift	Value/Approx Value	Accepted
Cllr Wells	7/24/2026	Hall for Cornwall	Inviting Mayor	Youth Theatre performance at the Hall for Cornwall	£70.00	Yes
Cllr Wells	8/14/2026	BOOM Theatre	Inviting Mayor	BOOM Theatre performance at Truro School	£60.00	Yes

9 BANK BALANCES

At 30 September 2026 as follows:

HSBC Current Account	£534,126.71
CCLA Public Sector Deposit	£4,547,626.10
Total	£5,081,758.81

The bank balances were **noted**. F/26/911

10 EXCLUSION OF THE PRESS AND PUBLIC

It was proposed by Councillor Webb, seconded by Councillor La Borde and **RESOLVED** to exclude the press and public from the meeting during consideration of the following item by reason of the confidential or special nature: contracts. **F/26/912**

a Boscawen Park Letter of Variation

It was proposed by Councillor Biscoe, seconded by Councillor Swain and **recommended** to Council it resolve to sign the letter of variation for the Boscawen Park Sport Hub project which will commit Truro City Council to the revised terms of the Town Deal grant funding agreement. F/26/913

11 READMITTANCE OF THE PRESS AND PUBLIC

It was proposed by Councillor Webb, seconded by Councillor Swain and **RESOLVED** to readmit the press and public. **F/26/914**

12 DATE OF NEXT MEETING

The date of the next meeting was **noted** as 09 November 2026. F/26/915

13 ITEMS FOR FUTURE MEETINGS

Town Deal Project Updates (inc NLCB), CCTV, IT Policy. F/26/916

The meeting closed at 20:30.

Chairman

Hi

Thank you so much for awarding us this incredible grant, it really will bless so many families within our Community through our work with families.

Please pass on our thanks to all concerned.

With thanks
Lynda

Lynda Sanders
One Church Pastor

Church Office
City Life Church
Chapel Hill
Truro
TR1 3BD
E-mail: lynda@citylifechurch.co.uk
Mobile: 07957574399
Facebook: CityLifeChurchTruro
Youtube: CityLifeChurchTruro

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Facebook: CityLifeChurchTruro
Youtube: CityLifeChurchTruro

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Good afternoon,

Many thanks for your email today and on behalf of the Feel Safe Scheme I would like to thank the Truro City Council for their kind grant of £500 towards the cost of running the Feel Safe Scheme into 2027.

The grant will go a long way towards helping the very vulnerable in Truro and enable us to provide the necessary resources to make these people feel safer in their own homes and communities.

Kind regards

Bernie Watters

Hi,

Thank you so much for the award, very much appreciated.

Best wishes,
Sussan Ini-Ituen
Founder | Cornwall Women of Colour Collective (CWCC)
Creating safe, inclusive spaces where women of colour feel seen, supported, and empowered.

www.cornwallwcc.org.uk
Facebook: Facebook link
Instagram: Instagram link

Empowerment • Community • Representation

Please note: I work flexible part-time hours and may not always respond immediately.

Report to:	**Finance and General Purposes Committee**	
Date:	**9th November 2026**	
Title:	**Results of the 2026 Visitor Survey**	
Authors, Roles and Contact Details:	Abi Steel, Visit Truro Manager and Communications Lead abi@truro.gov.uk	
Approval and clearance obtained from chair of committee:		**Y / N**
Urgency Procedure(s) used? If yes include rationale.		**N**

Recommendation(s):

1. To **note** the results of the visitor survey and use them to inform the service plan for Visit Truro in 2027/28 and consider increasing its budget so that it can deliver additional activity to attract Visitors into Truro.

1 Executive Summary

1.1 The visitor survey supports a coordinated approach to destination promotion, visitor information, events and public spaces to encourage visits, support local businesses and benefit residents. It provides a detailed snapshot of who visits Truro and why, where they come from and what they like/dislike about their visit. This information provides a basis for prioritising activity and monitoring progress, with delivery dependent on appropriate resources and partnership working.

2 Purpose of Report and key information

2.1 To summarise the findings of the 2026 visitor survey and their implications for Truro City Council's destination marketing, visitor information and support for events.

2.2 The survey was undertaken by The South West Research Company on behalf of Visit Truro and Truro City Council. It received 669 responses between May and September 2026, covering leisure visits by Truro residents, residents elsewhere in Cornwall and visitors from outside the county.

2.3 This was an online, self-selecting survey with an older respondent profile and promotion through participating attractions. It should not be treated as representative of every visitor or as a measure of expenditure directly generated by Council activity.

3 Benefits for Customers/Residents

3.1 The findings highlight Truro's role as a leisure destination for residents and visitors alike. Of those responding, 49% live in Truro, 37% live elsewhere in Cornwall and 14% live outside Cornwall, underlining the importance of encouraging visits from across the county alongside attracting holidaymakers from outside of Cornwall.

3.2 Reported average expenditure was £65.35 per person per day across shopping, eating and drinking, attractions and entertainment, and local transport. This illustrates how leisure visits support several sectors of the city's economy especially the High Street.

3.3 Independent businesses, cultural attractions and public spaces were important strengths. Service in independent shops and places to eat and drink received particularly positive ratings, while parks, gardens and public spaces scored 4.10 out of five for quality. Overall, 92% of respondents were likely or very likely to return for another leisure visit.

3.4 Destination marketing has a role in increasing footfall and supporting local economic growth. By promoting Truro's shopping, food and drink, culture, markets, events and public spaces together, Visit Truro can attract new audiences, encourage repeat visits and give residents more reasons to spend time in the city. This can support longer visits and spending across local businesses, including during quieter periods.

3.5 The survey found that 85% of respondents had planned their visit. Among those answering the information-sourcing question, 66% used websites or internet sources, 30% used social media and 23% used brochures, leaflets or guides. This highlights the importance of consistent online promotion and accurate, engaging visitor information.

3.6 There is also potential to develop overnight stays: 49% of day visitors living outside Truro would consider returning for an overnight leisure visit. Working with accommodation providers and attractions to promote short breaks and itineraries could help realise this opportunity.

3.7 Visit Truro also monitors visitor trends and developments in the wider visitor economy, using this insight to guide promotion, inform Council priorities and identify opportunities for local businesses. Sustaining this work and realising the growth opportunities identified will require appropriate staffing and resources.

3.8 The survey found that 84% of respondents expected Visitor Information Centres to be available when visiting a destination, and 49% used them regularly or occasionally during holidays or leisure time. This indicates continuing demand for personal advice alongside digital information. Truro's VIC can help visitors discover businesses and attractions, understand travel options and obtain practical accessibility information.

3.9 Among respondents who had attended a festival or event in Truro, 91% had attended the Christmas Market and 72% the Food Festival. These figures relate to the event-attending group, rather than all respondents.

3.10 Of those who had visited Truro Farmers Market, 53% said it had influenced their decision to come to the city to some extent. The findings support the Council's role in enabling and promoting events and markets that provide reasons to visit and create opportunities for surrounding businesses to benefit.

3.11 Parking value for money received the lowest satisfaction score, at 2.24 out of five. Written feedback also raised concerns about vacant shops, limited evening activity, cleanliness, anti-social behaviour and accessibility.

3.12 Addressing these issues requires partnership working alongside destination promotion, with businesses, event organisers, the City Council and other responsible organisations contributing to the overall experience.

4 Relevant Previous Decisions

4.1 In January 2026 Council agreed its budget for Visit Truro and events as part of its wider budget setting process. Included in this budget was the opportunity to conduct a visitor survey during the summer of 2026.

5 Consultation and Engagement

5.1 The visitor survey has been used to engage with visitors to Truro wherever they may come from. Now the results have been finalised they will be published on the Councils website and be sent to key stakeholders so that they can use the results to inform their own marketing activity. A specific presentation will be made to the BID levy payer meeting in January to ensure that as many businesses as possible are aware of the findings as it may help them to target their approach to attracting visitors.

6 Financial Implications of the proposed course of action/decision

6.1 There are no direct financial implications from this report in 2026. However, Councillors may wish to consider how the future activity and budget of Visit Truro for 2027/28 is set in order to maximise the opportunities outlined in the survey results.

7 .Legal/Governance Implications of the proposed course of action/decision

7.1 There are no legal/governance issues resulting from this report.

8 Risk Implications of the proposed course of action/decision

8.1 The primary risk relating to the Visitor Survey is reputational damage as once published some commentators may choose to focus on the negative responses only. This risk can be mitigated by issuing a press release to accompany the publication that highlights the positive findings as well as the areas for improvement.

8.2 The secondary risk relates to Council not deciding to act on the findings of the survey by continuing and possibly expanding the activities undertaken by Visit Truro in 2027/28. The clear economic benefit of attracting visitors to Truro identified in the results helps to demonstrate how Council is delivering Objective 4b of its 2026 to 2030 strategy which commits the Council to "deliver high street vitality by encouraging increased footfall and commerce through the provision of commercial, cultural and community events, increased use of Lemon Quay and by promoting Truro as a Visitor Destination".

8.3 The final risk relates to the business community ignoring the findings of the visitor survey. This risk will be mitigated through the publication of the results and targeted engagement with the Truro and Newham BIDS to ensure that

the results are distributed to the business community. Training in customer care, shop window presentation, etc may need to follow to address some of the more negative results but that will be for the BIDs to lead.

9 Options available

9.1 **Option 1 – Recommended Option –** note the results of the visitor survey and use them to inform the service plan for Visit Truro in 2027/28 and consider increasing its budget so that it can deliver additional activity to attract Visitors into Truro

9.2 **Option 2 –** note the results of the visitor survey but decide not to use them to inform the service plan and budget for Visit Truro in 2027/28.

9.3 **Option 3 –** ignore the results of the Visitor survey and target the work of Visit Truro differently.

10 Supporting Information (Appendices)

10.1 Full results of the 2026 Visitor Survey

11 Approval and clearance

All reports:

Final report sign offs	**This report has been cleared by (or mark not required if appropriate)**	**Date**
Town Clerk (Required for **all** reports)	David Rodda	15/10/26
Deputy Town Clerk (Finance and HR) (Required for **all** reports)		

Truro Online Visitor Survey 2026

Final report

Produced for and on behalf of Visit Truro and Truro City Council

By

The South West Research Company Ltd.

October 2026

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Appendix – Literal responses

Truro Online Visitor Survey 2026

Key Findings, Conclusions & Recommendations

Key findings

- This report presents the findings of the Truro Online Visitor Survey 2026. The survey was undertaken by The South West Research Company Ltd. on behalf of Visit Truro and Truro City Council.

- The research was undertaken to better understand the profile of people on a leisure trip in the city, the nature of these trips and respondents' opinions of their leisure experience in the city to help Visit Truro with its' future strategy planning. It included residents of Truro and those living elsewhere in Cornwall, as well as visitors to the city who had either stayed overnight in Truro or who had visited the city for the day.

- This report contains the key findings of an online survey which was promoted on the Visit Truro Facebook page and on QR codes on posters situated on notice boards across the city from early May to the 20th September 2026. Local businesses including Truro Cathedral, the Hall for Cornwall and Cornwall Museum and Art Gallery also promoted the survey link/QR code amongst their customers throughout this period. A combined sample of 669 respondents who had visited Truro on a leisure related trip was achieved. The key findings from the research are as follows:

Profile of Respondents

- The sample was almost evenly split between Truro residents (49%) and non residents (51%).

- At the time of completing the survey the vast majority of respondents (77%) said they had previously visited Truro for leisure purposes, while 23% were on a current leisure visit.

- Amongst those respondents who were not on a current leisure visit to Truro, 94% reported that their most recent leisure day trip or overnight stay in Truro had taken place within the last 12 months. 4% had visited 1-2 years ago and 2% more than 2 years ago but less than 5 years ago.

- Almost half of all survey respondents (49%) were residents of Truro itself, while a further 37% lived elsewhere in Cornwall and were visiting the city for a leisure day trip. This means that more than four in five leisure visitors (86%) originated from within the county, underlining Truro's importance as a key leisure, retail and social hub for Cornish residents.

- Survey respondents were predominantly older with 61% aged 55 years or over, including 37% aged 65+ making this the largest age group represented. A further 15% were aged 45-54. Younger age groups accounted for a much smaller share of respondents with just 8% being under the age of 35

Key findings

Profile of Respondents continued

- The overall survey sample was predominantly female with 68% of all respondents identifying as female compared with 28% male. Only a small proportion identified as non-binary (1%) or preferred not to say (2%).

- 55% of all survey respondents classified themselves as AB's based on the occupation of the chief income earner in their household. 21% categorised themselves as C1's, 7% as C2's and 3% as DE's. 1% didn't know/were unsure and 13% preferred not to answer the question.

- 49% of all survey respondents lived in Truro and 37% lived elsewhere in the county – a total of 86% who lived within Cornwall. 14% of respondents lived outside of the county including 6% who lived elsewhere in the South West region, 7% who lived elsewhere in the UK and 1% who lived overseas.

Characteristics of Leisure Trips

- The majority of respondents' leisure visits to Truro were as part of a couple with 46% of all respondents reporting that they had travelled to the city with a husband, wife or partner. Family groups also accounted for a significant proportion of respondents with 26% part of an immediate family group and a further 10% as part of an extended family group. By comparison, 20% of respondents were on their own and 17% with a group of friends. 1% were in an educational group.

- The survey findings show that the vast majority of respondents were in Truro in an adult only group (83%), while 17% of respondents had children in their party.

- The average group size was 2.92 people comprising an average of 2.60 adults and 0.32 children per party.

- The survey findings show that leisure visits to Truro are overwhelmingly planned rather than spontaneous with 85% of respondents stating that they had planned their leisure visit to the city. Only 13% described their trip as being spur-of-the-moment, while just 2% said it was prompted by poor weather conditions.

Key findings

Characteristics of Leisure Trips continued

- Truro enjoys a very high level of repeat visitation with 93% of all respondents (excluding those who lived in the city) having visited the city before. 11% said they were visiting the city for the first time.

- The findings suggest there is potential to convert day visitors into overnight visitors with 49% stating they would consider returning to Truro for an overnight stay. A further 17% of respondents were unsure if they would return for an overnight stay or not. 35% of respondents said they would not consider an overnight stay.

- The staying visitor market in Truro is primarily reliant on traditional serviced accommodation with 42% of overnight visitors staying in a hotel, guest house or B&B. Self-catering accommodation and staying with friends or relatives each accounted for a further 21% of stays. Smaller proportions of respondents had stayed in their own second home or camped/stayed in their own caravan (8% each). Overnight visitors had stayed in Truro for an average of 3.63 nights. Please be aware of the low sample size for staying visitors when interpreting these survey findings.

- There were high levels of satisfaction amongst those staying overnight in accommodation in the city, particularly with quality of service, which achieved an average satisfaction core of 4.87. All staying visitors rated quality of service positively with 87% rating it very good and 13% as good. Perceptions of the value for money of accommodation were also very high achieving an average score of 4.52 out of 5.00. Nearly all staying visitors rated the value for money of their accommodation positively, with 57% rating it very good, 38% as good and just 5% rated as average. Please be aware of the low sample size for staying visitors when interpreting these survey findings.

- The majority of staying visitors booked their accommodation directly with their accommodation provider (65%). Third party booking channels remain important however, with 18% of staying visitors booking their accommodation through Airbnb and a further 12% using online travel agents (OTAs) such as Booking.com or Expedia. Only 6% booked through an agency. Please be aware of the low sample size for staying visitors when interpreting these survey findings.

- 87% of all respondents had travelled to Truro by road transport (car, van, motorcycle, bus or coach service or taxi) for the longest part of their journey to get to the city. Car/van/motorcycle travel alone accounted for 77% of all journeys making it by far the most common mode of transport used. A further 9% of respondents had travelled by scheduled bus or coach service and 1% by taxi. 8% of respondents had travelled to Truro by train. 12% of respondents had walked into the city.

Key findings

Characteristics of Leisure Trips continued

- Amongst respondents using a car/van/motorcycle to travel to Truro, petrol vehicles were most common (53%), followed by diesel vehicles (28%). Almost around one in five motor vehicle users (18%) travelled in an electric or hybrid vehicle. 1% reported their vehicle using another type of fuel.

- 31% of respondents owned a dog highlighting the significance of this market within Truro's resident and visitor base. Amongst these dog owners, the majority said they incorporate their pets into their leisure activities with 59% saying they sometimes take their dog with them and a further 10% saying they always do so. This means that almost seven in ten dog owners travel with their dog at least some of the time highlighting the importance of having dog-friendly facilities, attractions and public spaces in the city to cater for these respondents and their pets.

- Amongst those respondents who owned a dog and take it with them on leisure trips, their dogs have a significant influence on their visit behaviours. Overall, 60% said their dog has a lot of influence on where they go and what they do during their leisure time, while a further 36% said their dog has some influence. Only a small minority of respondents reported that their dog had little or no impact on where they visited or what they did (4%). This means that for virtually all dog owners travelling with their pet, dog-friendliness plays at least some role in destination and activity choices.

Information Sourcing

- The survey highlights the importance of digital channels in influencing leisure visits to Truro. Overall, 66% of respondents had used websites or internet sources to obtain information either before or during their leisure visit to Truro, making this by far the most widely used information source. The use of online sources was particularly concentrated in the pre-visit stage with 93% of those who used websites doing so before travelling to the city. Social media ranked as the second most popular source used by 30% of respondents, while brochures, leaflets and guides were used by 23%, indicating that traditional leisure information still plays a supporting role alongside digital platforms.

- Amongst those respondents who had used social media to gather information about visiting Truro for leisure purposes, Facebook was by far the most widely used platform with 83% reporting that they had used it before and/or during their leisure visit to the city. Instagram was the second most popular social media channel used by 49% of respondents overall, although usage was considerably lower than Facebook. The findings also show that other social media platforms play a supporting role in leisure research and trip planning. WhatsApp was used by 24% of respondents followed by YouTube (15%) and TikTok (9%). While these channels have a smaller reach they nevertheless contribute to how respondents discover and engage with information about Truro.

Key findings

Information Sourcing continued

- There were relatively low levels of acceptance and adoption of artificial intelligence (AI) as a tool for gathering their leisure information currently amongst respondents. Across all three statements that were tested average agreement scores were below 2.00 out of 5.00 suggesting that respondents generally disagreed with the idea that they currently use AI for most leisure information needs, that AI will become the sole source of leisure information in the future, or that it will replace traditional information sources. For example, 74% of respondents disagreed that they currently use AI to source information for most of their leisure days out, while only 10% expressed agreement with this statement. Looking ahead, respondents remained similarly unconvinced about AI's future role in leisure planning. 70% disagreed that AI would eventually be all that is needed for leisure information and 76% disagreed that the growth of AI would make traditional leisure information sources obsolete.

- The survey reveals mixed levels of engagement with visitor information services, including Visitor Information Centres (VICs) and visitor information emails. 49% of all respondents reported using Visitor Information Centres either regularly or occasionally while on holiday or during their leisure time, compared with 51% who said they rarely or never use them. This suggests that traditional visitor information services remain relevant to a substantial proportion of consumers despite the growth in digital information channels. Visitor information emails showed a similar pattern, although overall usage was slightly lower. 47% of all respondents said they use visitor information emails regularly or occasionally, compared with 52% who rarely or never use them. These findings indicate that while digital and online sources dominate leisure research and trip planning, traditional visitor information services continue to provide value, particularly amongst those who are actively exploring destinations and seeking additional support during their trips.

- More than eight in ten respondents (84%) said they expect Visitor Information Centres to be available when visiting a destination, while almost three-quarters (73%) expected visitor information email services to be provided. These results highlight the ongoing importance of accessible visitor information channels and online sources for trip planning.

Key findings

Places/Sites Visited in Truro

- Shopping and retail sites were the most popular locations, frequented by 89% of all respondents and closely followed by restaurants, cafés and pubs and the Hall for Cornwall (87% each). Other popular places/sites included Lemon Street Market, Truro Cathedral and the Pannier Market (80% of respondents each).

- Whilst more than a quarter of all respondents (26%) identified the Hall for Cornwall as their main reason for coming to Truro (compared with 21% saying the same for shopping and 16% for the restaurants/cafes/pubs), it is worth acknowledging here that those venues who assisted with the distribution of the survey link, including the Hall for Cornwall, Truro Cathedral and Cornwall Museum and Art Gallery, may have affected the results for this question and this should be borne in mind when interpreting the findings for this question.

- Amongst those respondents who had attended a festival or event in Truro, the Truro Christmas Market was by far the most popular having been attended by 91% of festival-goers, followed by 72% who had attended The Truro Food Festival. Attendance at other events was considerably lower with 25% having attended the Truro Classic Car Show, 16% Truro Pride, 14% Celebration of Culture and 5% Truro Volunteers Day. 12% of all respondents said they had attended another festival/event in the city.

- 72% of all respondents said they had visited Truro Farmer's Market. More than half of these respondents (53%) said the market had influenced their decision to come to the city to some extent. This included 14% who stated that the market had very much influenced their decision and a further 39% who said it had somewhat influenced their choice. 47% said the market had no influence on their decision to visit Truro.

- Overall satisfaction with Truro Farmers' Market was strong with respondents giving it an average satisfaction score of 3.95 out of 5.00. Nearly two-thirds of respondents (64%) rated their experience at the market as either good (38%) or very good (26%), while only a very small proportion expressed dissatisfaction (2% poor and 1% very poor).

- Respondent satisfaction with Truro Cathedral was extremely high among those who have been to the attraction. The cathedral achieved an average satisfaction score of 4.45 out of 5.00. 90% of respondents rated it overall as either good (34%) or very good (56%), while only a very small minority expressed any level of dissatisfaction (1% poor).

Key findings

Places/Sites Visited in Truro continued

- Respondents who had visited Cornwall Museum and Art Gallery reported very high levels of satisfaction with their experience at the site. Across all respondents who had been to the attraction the museum achieved an average overall satisfaction score of 4.39 out of 5.00 with 84% rating their trip as either good (33%) or very good (51%). Only a very small proportion of respondents provided a negative rating (1% poor).

- The Hall for Cornwall achieved an average satisfaction score of 4.72 out of 5.00 amongst those who had attended a performance at the venue. Overall, 94% of respondents rated it as either good (18%) or very good (76%). No respondents expressed any dissatisfaction with the venue.

Leisure Expenditure in Truro

- Average spend per person per day in Truro was £65.35 including £22.71 on shopping, £19.66 on eating and drinking, £19.16 on attractions/entertainment, £3.83 on travel and transport.

- Visitors staying overnight in the city in paid accommodation spent an average of £53.89 per person per night on their accommodation in Truro.

Respondents' Opinions of Truro

- The satisfaction results highlight a generally positive leisure experience across Truro amongst residents and visitors alike with many aspects of the city achieving good satisfaction scores. The highest rated areas related to customer service and the leisure offering including the quality of service in independent places to eat and drink (4.17), the quality of service in independent shops (4.15) and the quality of the parks, gardens and other public spaces (4.10). The results reinforce the importance of Truro's independent businesses, hospitality sector and visitor attractions in shaping favourable impressions of the city.

- As is usual within most destinations, satisfaction levels with all aspects of car parking in the city were the lowest of all the indicators explored by the survey. The value for money of car parking received the lowest satisfaction score at 2.24, followed by the ease of parking (2.55) and quality of service at car parks (2.69). These were the only three indicators to fall below a satisfaction score of 3.00 out of 5.00 and whilst Park & Ride services achieved higher satisfaction ratings, a much lower proportion of respondents had used this service compared with those using a car park in the city.

Key findings

Respondents' Opinions of Truro continued

- Overall, the findings suggest that respondents were generally satisfied with their visit to Truro, with positive ratings recorded across all measures but the scores were not exceptional and these results provide a strong baseline for monitoring respondents' perceptions over time to help inform any future investment and development of Truro's leisure offer.

- Across all respondents, 74% said their leisure visit to Truro was as they expected, while a further 20% reported that their experience was either better than they expected (15%) or much better than they expected (5%). Only 5% felt that their trip was worse or much worse than they had expected it to be. Overall, the findings suggest that Truro successfully meets the expectations of the vast majority of those who visit for leisure purposes, while exceeding expectations for one in five respondents.

- The survey results reveal average levels of willingness to recommend Truro as a leisure destination. The largest proportion of respondents, 36%, awarded a recommendation score of either 9 or 10 out of 10 and were categorised as 'promoters'. 38% gave a score of 7 or 8 and were categorised as 'passives' and 26% a score of 7 or less categorising them as 'detractors'. This resulted in an average overall net recommendation score of +9% on a metric that can range from -100% to +100%, indicating that positive recommendations outweigh negative sentiment but not by any substantial margin.

- Respondents were asked what THREE thing they liked the most about their leisure visit to Truro. Truro's greatest strengths are its Cathedral and cultural attractions, distinctive historic character, ease of access and diverse mix of shops, markets and places to eat and socialise.

- Respondents were also asked what THREE things they least liked about their leisure visit to the city or what they felt could be improved. Parking costs, vacant shops and a lack of evening vibrancy are the strongest factors negatively impacting perceptions of Truro, alongside concerns about cleanliness, anti-social behaviour and accessibility.

- The survey findings demonstrate very high levels of intention to revisit Truro for leisure purposes in the future with 92% of all respondents stated that they were either likely (23%) or very likely (69%) to make another leisure visit to the city. Only 2% of all respondents (20 respondents) indicated that they were unlikely or very unlikely to revisit for leisure purposes.

Conclusions & Recommendations

- It is clear from these survey findings that Truro is a highly valued leisure destination with high levels of repeat visitation and a generally positive overall leisure experience for both residents and visitors alike. The research confirms the city's importance not only as Cornwall's principal retail centre, but also as a significant cultural, leisure and social destination. With 92% of respondents likely to revisit and only a very small proportion indicating they would not return, Truro has built a strong foundation of local and visitor support on which future growth can be developed.

- The city's strengths lie in its cultural assets, historic character, attractive public spaces and strong independent retail and hospitality offer creating a leisure experience that is both distinctive and highly valued. Satisfaction levels amongst respondents were particularly strong for the quality of service provided by the independent shops and food and drink businesses in the city, demonstrating the importance of maintaining and supporting these sectors as part of Truro's future development.

- In addition, almost half of all day visitors said they would consider staying overnight in Truro in the future, suggesting there is the potential to grow the staying visitor market through enhanced destination marketing.

- As the capital of the county the city is well-connected in terms of public bus and train services however, currently only 9% and 8% of respondents had travelled to the city by bus/coach service or train respectively so there is clearly room for encouraging more public transport use amongst visitors and residents alike and improving the perception of using it to travel to Truro and get around the city during a visit.

- The research also highlights that Truro is predominantly a planned destination so focussing on ways to try to increase those spur of the moment visits is an important consideration in the marketing of the destination as well moving forward.

- Furthermore, with seven in ten dog owners traveling with their dog at least some of the time there are also clearly opportunities to appeal to more dog owners to visit the city by highlighting its dog-friendly facilities, attractions and public spaces in the city to cater for these visitors and their pets.

Conclusions & Recommendations

- Of course, there is always room for improvement and whilst car parking was by far the most frequently mentioned issue, this is a common pattern across many leisure destinations and whilst it remains an important consideration, experience elsewhere suggests that addressing parking concerns alone rarely delivers substantial improvements in overall satisfaction and greater long-term benefits are more likely to come from investing in the factors that shape the day-to-day experience of residents and visitors.

- For example, whilst satisfaction levels with quality of service were generally good across the board, particularly for the independent places to eat & drink and independent shops, opinions of the range of things on offer in Truro, including the places to eat & drink, shops and places to visit/things to do, were generally lower suggesting that whilst those who do visit are happy with what is currently on offer, they perceive it to be quite limited, so the challenge is how to change this perception and also to try and attract new businesses to the city.

- Linked to the possible improvements suggested above is the wider anecdotal feedback received by respondents which suggests that some are concerned about the overall vitality and attractiveness of Truro, highlighting the number of empty shops, a perceived decline in the range and quality of the retail offer and limited evening activity. There were also concerns around anti-social behaviour and feelings of safety in some locations in the city. There are also frequent calls for improved cleanliness, better maintenance of the public spaces, more greenery and seating, enhanced leisure and family attractions, stronger public transport links and a more vibrant programme of events and activities. We would recommend that the full list of responses provided by respondents are read to gain a fuller understanding of all the concerns.

- Lastly, in addition to all the above, undertaking specific research amongst some of the key attractions in the city would be recommended to gain a better and full understand of the social and economic impacts they have on the local area, alongside continuing to monitor and evaluate the opinions of residents and visitors moving forward. This will help to build up trend data over time and gauge the success of any new initiatives which are implemented as a result and justify the investment.

Truro Online Visitor Survey 2026

Introduction

Background & methodology

This report presents the findings of the Truro Online Visitor Survey 2026. The survey was undertaken by The South West Research Company Ltd. on behalf of Visit Truro and Truro City Council.

The research was undertaken to better understand the profile of people on a leisure trip in the city, the nature of these trips and respondents' opinions of their leisure experience in the city to help Visit Truro with its' future strategy planning. It included residents of Truro and those living elsewhere in Cornwall, as well as visitors to the city who had either stayed overnight in Truro or who had visited the city for the day.

This report contains the key findings of an online survey which was promoted on the Visit Truro Facebook page and on QR codes on posters situated on notice boards across the city from early May to the 20th September 2026. Local businesses including Truro Cathedral, the Hall for Cornwall and Cornwall Museum and Art Gallery also promoted the survey link/QR code amongst their customers throughout this period.

A combined sample of 669 respondents who had visited Truro on a leisure related trip was achieved.

The specific objectives of the 2026 research were:

- To provide information on the origin and profile of leisure visitors to Truro and explore the nature of those trips.
- To understand the information sources being used before and during a visit to the city, opinions about the use of artificial intelligence (AI) and visitor information services.
- To explore the places and sites being visited in the city and which of these are the main reasons for visiting Truro.
- To explore opinions of the city and ascertain levels of satisfaction with the leisure experience in Truro.

Analysis segments

For the purposes of the research and analysis, in the pages to follow the sample of respondents completing the online survey during 2026 have been categorised as shown below

- **Truro residents** – local residents of Truro on a leisure visit in the city – a total of 327 respondents.
- **Other Cornish residents** – residents of Cornwall who lived outside of Truro on a leisure visit in the city – a total of 248 respondents.
- **Visitors to Truro** – visitors to the city who lived outside of Cornwall including those on a day trip from home or who were visiting Truro for the day whilst staying overnight elsewhere outside of the city or those staying overnight in Truro away from their own home – a total of 94 respondents.
- **All visitors combined** – Other Cornish residents and Visitors to Truro samples combined – a total of 342 respondents

The results to follow in this report are cross-tabulated by each of the respondent groups detailed above where valuable to do so for the purposes of interpreting the research findings.

Statistical reliability

- All sample surveys are subject to statistical error. The size of this error varies with the sample size and also with the order of magnitude of the research findings being considered.

- The survey results in this report are presented for 'All respondents' and separately for 'Truro residents', 'Other Cornish residents', 'Visitors to Truro' and 'All visitors combined'. The table below shows the samples achieved in each of these categories and gives the margins within which one can be 95% certain that the true figures will fall (assuming the sample is random).

- The figures shown are at the 95% confidence limits. Thus, for example, we can be 95% certain that, for 'All respondents' , with a result of 50%, the true percentage is the range 47.2% to 53.8%. For the 'Visitors to Truro ' sample the confidence limits are much wider 39.9% to 60.1%.

- The margins of error shown below should be borne in mind when interpreting the results contained in this report.

	All respondents	Truro residents	Other Cornish Residents	Visitors to Truro	All visitors combined (other Cornish residents and visitors to Cornwall)
Research findings	**Sample: 669**	**Sample: 329**	**Sample: 248**	**Sample: 94**	**Sample: 342**
10% or 90%	+/- 2.3%	+/- 3.2%	+/- 3.7%	+/- 6.1%	+/- 3.2%
20% or 80%	+/- 3.0%	+/- 4.3%	+/- 5.0%	+/- 8.1%	+/- 4.2%
30% or 70%	+/- 3.5%	+/- 5.0%	+/- 5.7%	+/- 9.3%	+/- 4.9%
40% or 60%	+/- 3.7%	+/- 5.3%	+/- 6.1%	+/- 9.9%	+/- 5.2%
50%	**+/- 3.8%**	**+/- 5.4%**	**+/- 6.2%**	**+/- 10.1%**	**+/- 5.3%**

Truro Online Visitor Survey 2026

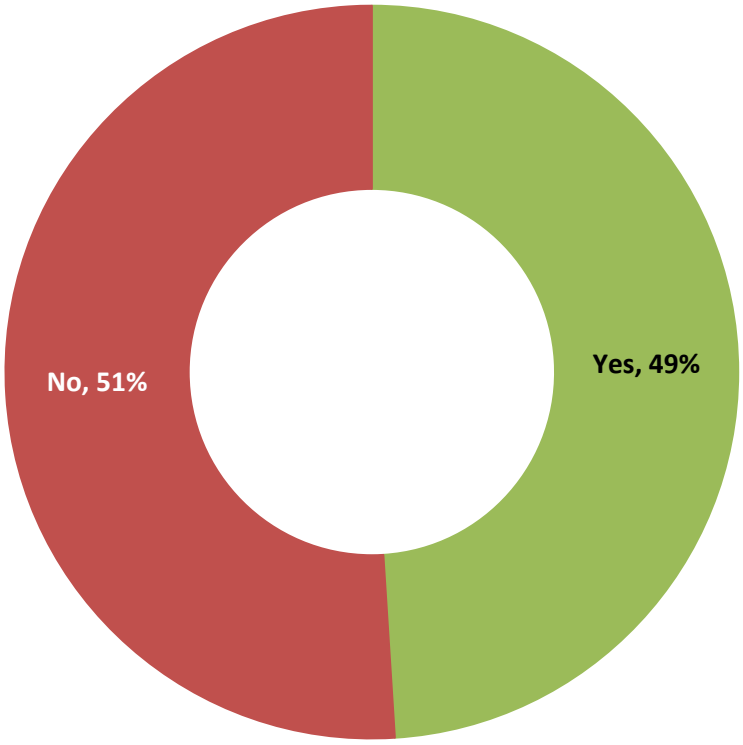
Profile of Respondents

49% of all survey respondents were Truro residents.

The sample was almost evenly split between Truro residents (49%) and non residents (51%).

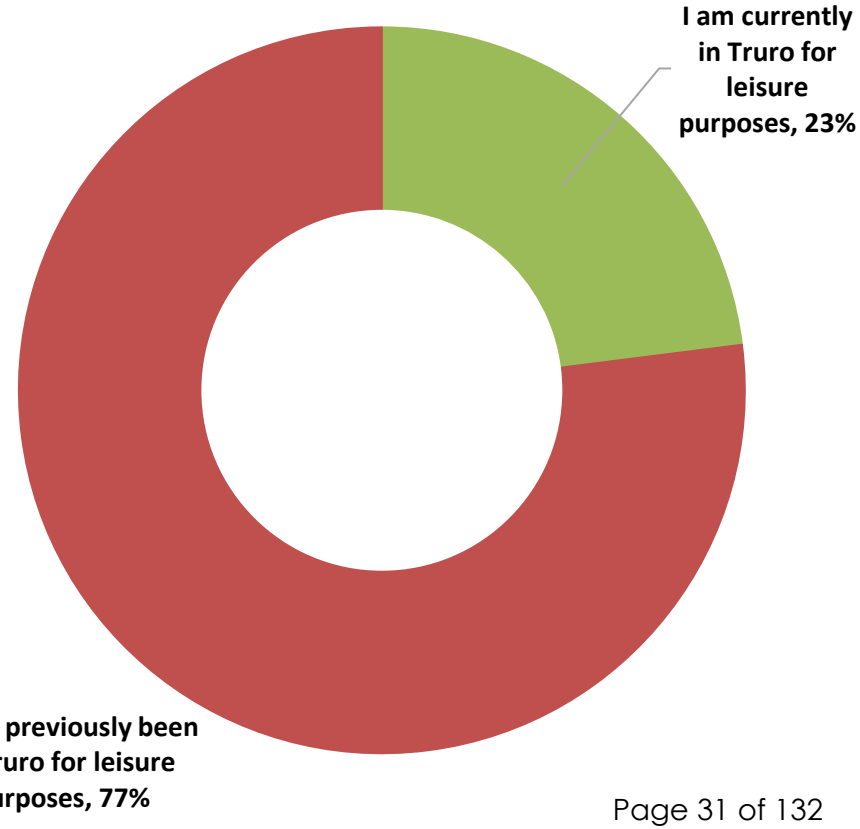
At the time of completing the survey the vast majority of respondents (77%) said they had previously visited Truro for leisure purposes, while 23% were on a current leisure visit.

Do you live in Truro?
(All respondents)



n, 669

Which of the following applies to you...?
(All respondents)



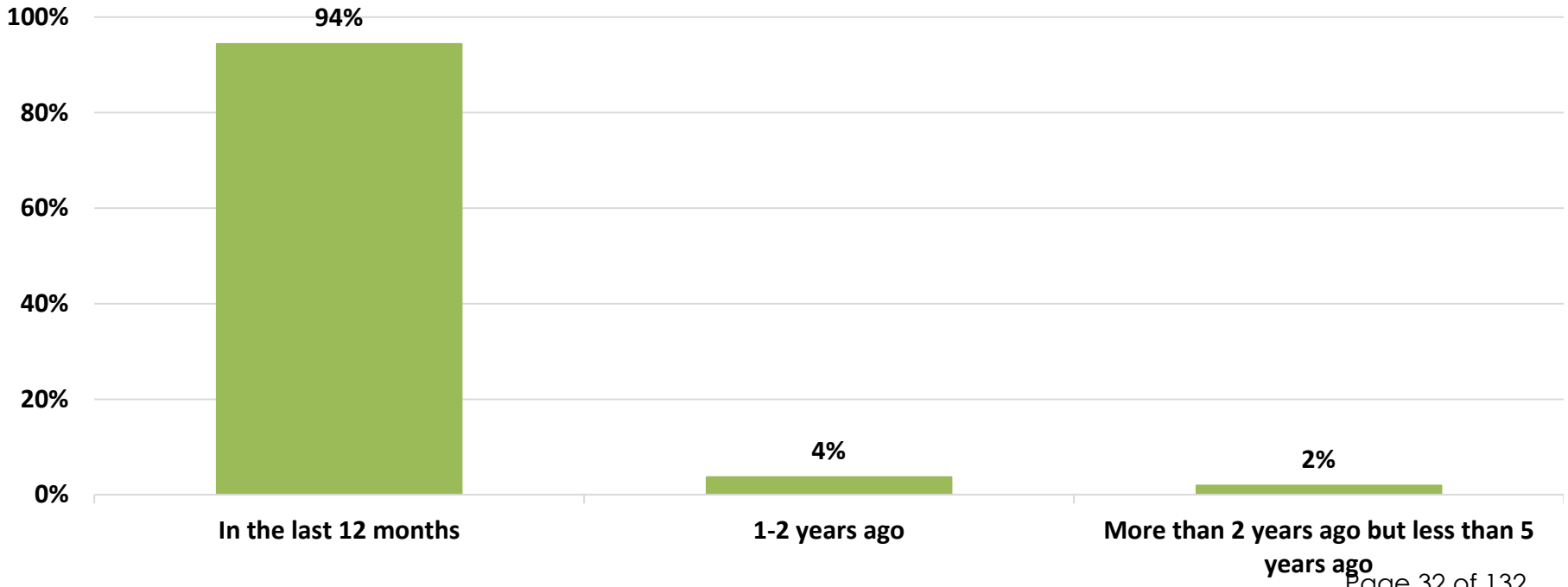
n, 669

Nearly all previous leisure visitors to Truro have visited the city within the past 12 months.

Amongst those respondents who were not on a current leisure visit to Truro, 94% reported that their most recent leisure day trip or overnight stay in Truro had taken place within the last 12 months. 4% had visited 1-2 years ago and 2% more than 2 years ago but less than 5 years ago.

When did you LAST have a leisure day out in Truro or stay overnight in the city away from your own home?

(Those who completed the survey having been on a previous leisure visit to Truro)

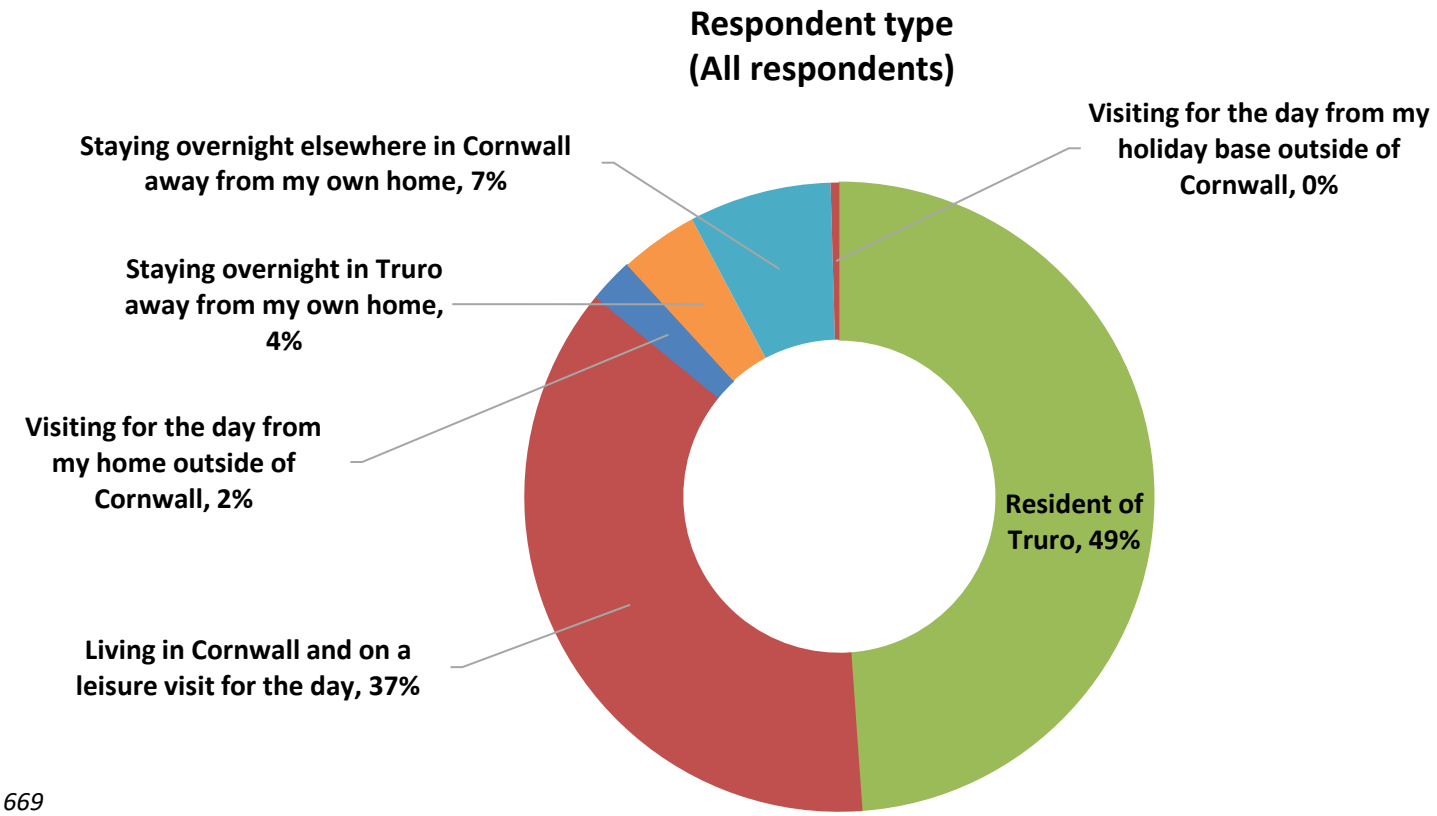


n, 516

Truro's leisure economy is heavily supported by Cornish residents with 86% of all survey respondents living within the county.

Almost half of all survey respondents (49%) were residents of Truro itself, while a further 37% lived elsewhere in Cornwall and were visiting the city for a leisure day trip. This means that more than four in five leisure visitors (86%) originated from within the county, underlining Truro's importance as a key leisure, retail and social hub for Cornish residents.

Visitors from outside of Cornwall accounted for a smaller but still important share of the market however, representing 14% of all respondents. This group included day visitors (2%), those staying overnight in Truro (4%) and those staying elsewhere in Cornwall making a leisure day visit to the city (7%).

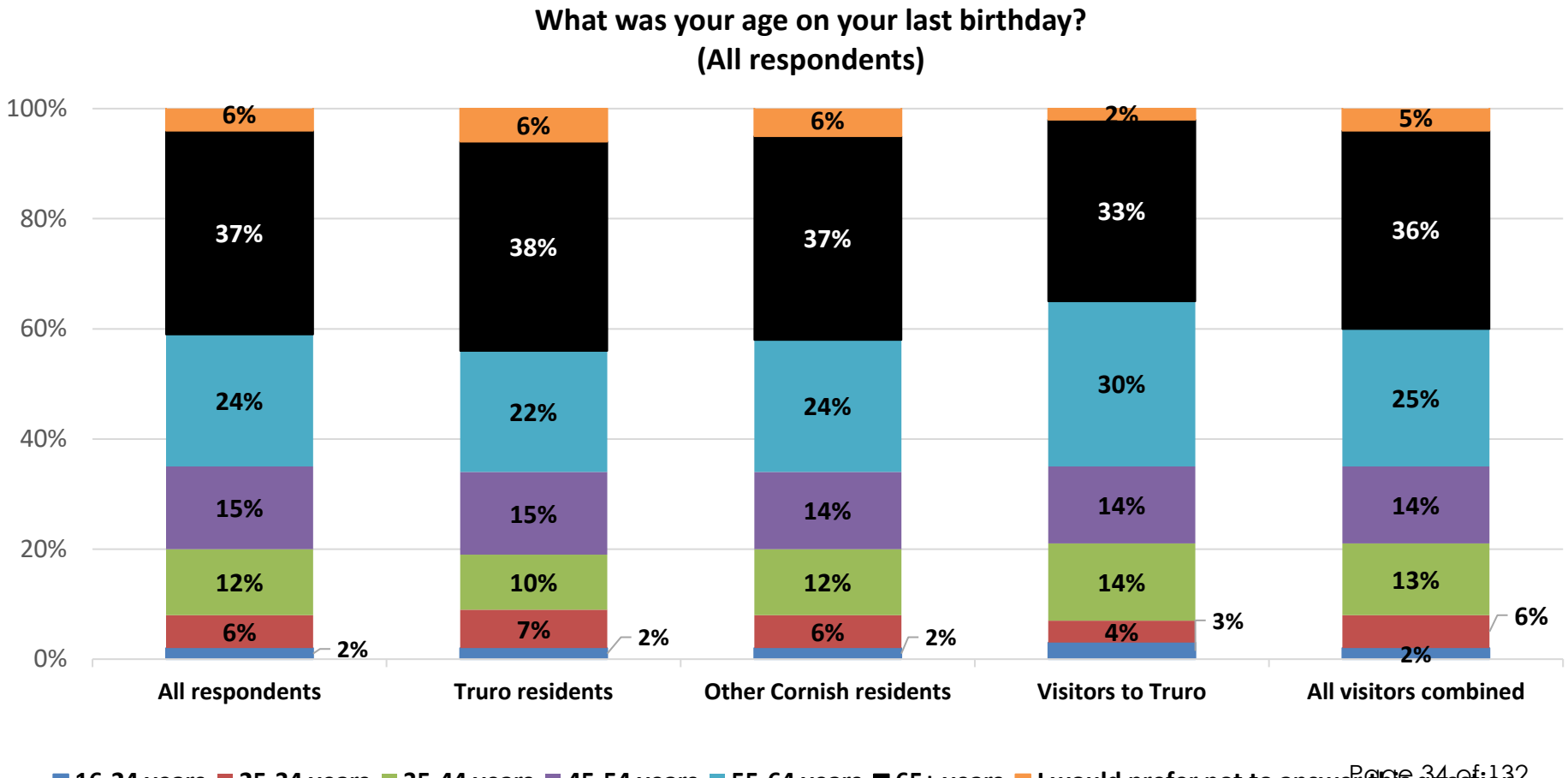


n, 669

61% of respondents were aged 55+ years.

Survey respondents were predominantly older with 61% aged 55 years or over, including 37% aged 65+ making this the largest age group represented. A further 15% were aged 45-54. Younger age groups accounted for a much smaller share of respondents with just 8% being under the age of 35.

The age profile was broadly consistent across the respondent groups.

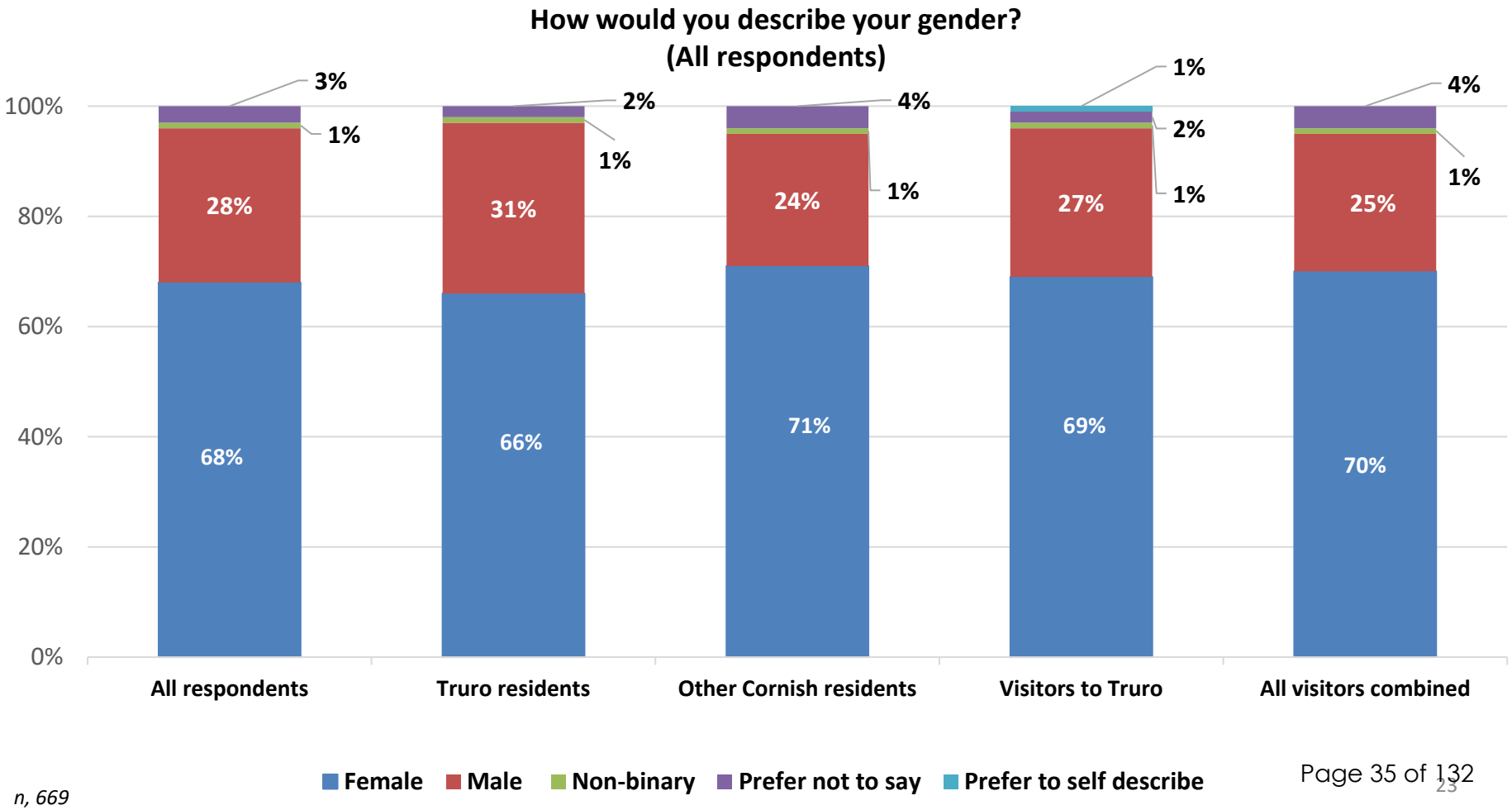


n, 669

68% of all survey respondents were female.

The overall survey sample was predominantly female with 68% of all respondents identifying as female compared with 28% male. Only a small proportion identified as non-binary (1%) or preferred not to say (2%).

Like age group, the gender profile was broadly consistent across all respondent groups.

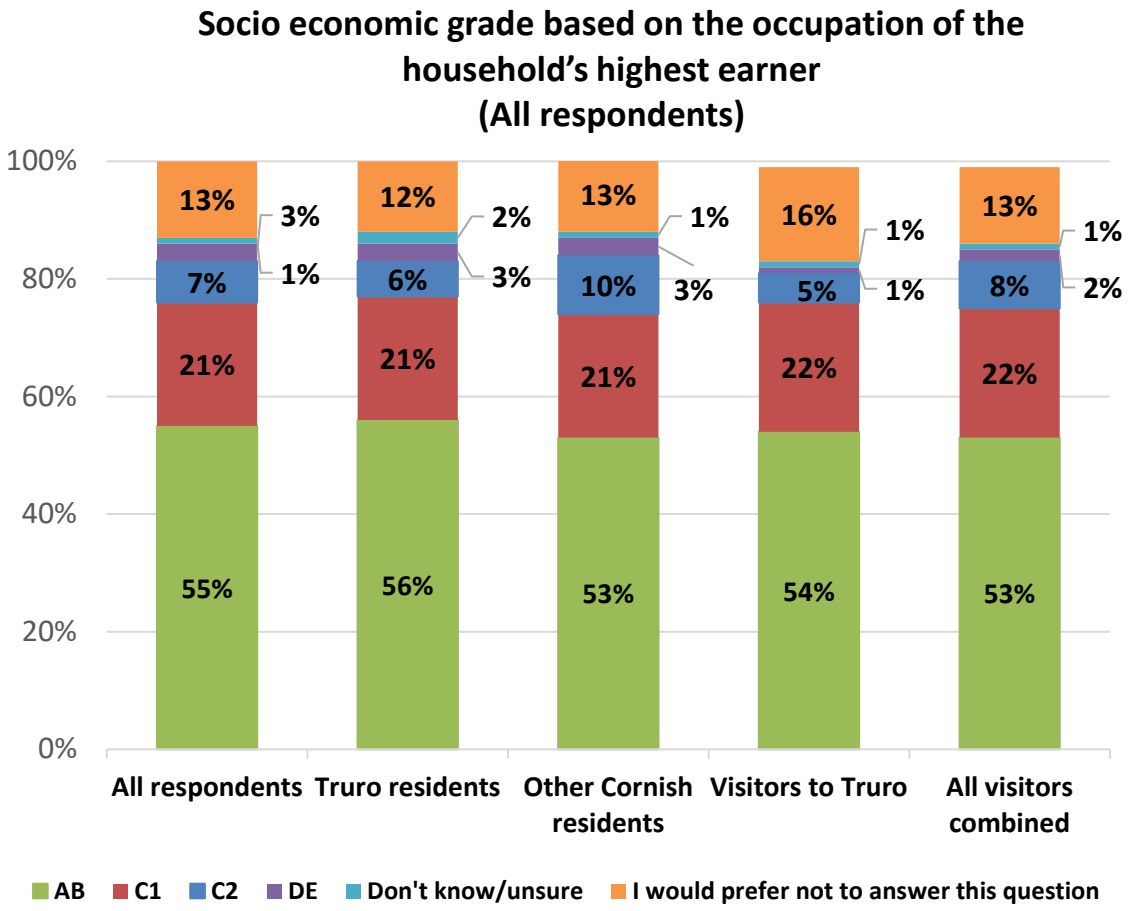


n, 669

55% of all survey respondents classified themselves as socio economic group AB.

55% of all survey respondents classified themselves as AB's based on the occupation of the chief income earner in their household. 21% categorised themselves as C1's, 7% as C2's and 3% as DE's. 1% didn't know/were unsure and 13% preferred not to answer the question.

There was little variation in the results according to respondent group.



n, 669

A - Approximately 3% of the total population.
These are professional people, very senior managers

B - Approximately 20% of the total population
Middle management executives in large organisations, principal officers in local government, top management or owners of small business concerns.

C1 - Approximately 28% of the total population.
Junior management, owners of small establishments, and all others in non-manual positions.

C2 - Approximately 21% of the total population.
All skilled manual workers, and those manual workers with responsibility for other people.

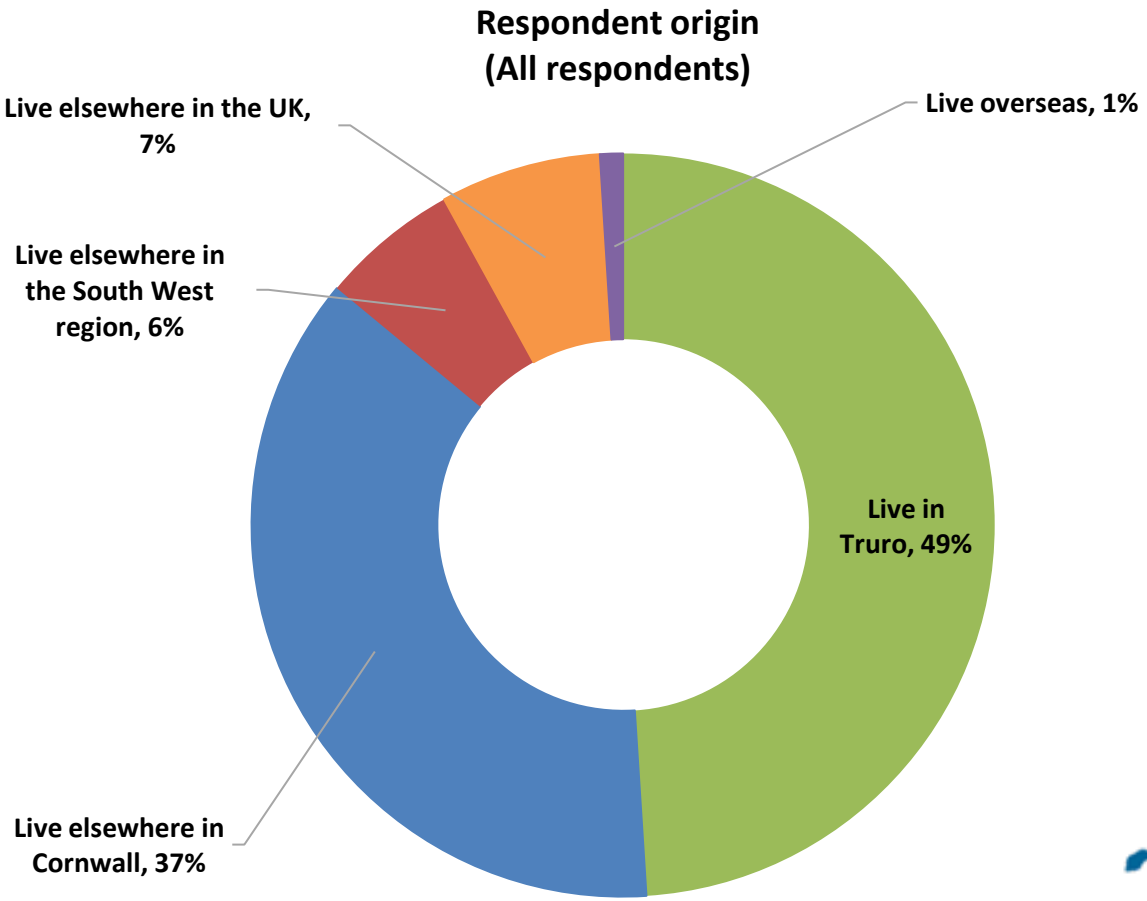
D - Approximately 18% of the total population.
All semi-skilled and un-skilled manual workers, apprentices and trainees to skilled workers.

E - Approximately 10% of the total population.
All those entirely dependent on the state long-term, through sickness, unemployment, old age or other reasons. Those unemployed for a period exceeding six months.

49% of all survey respondents lived in Truro.

49% of all survey respondents lived in Truro and 37% lived elsewhere in the county – a total of 86% who lived within Cornwall. 14% of respondents lived outside of the county including 6% who lived elsewhere in the South West region, 7% who lived elsewhere in the UK and 1% who lived overseas.

Amongst those respondents who lived elsewhere in the South West region, 3% lived in the Plymouth 'PL' postcode area, 2% in the Exeter 'EX' postcode area and 1% in each case in the 'BS' Bristol or 'BA' Bath postcode areas.



n, 669

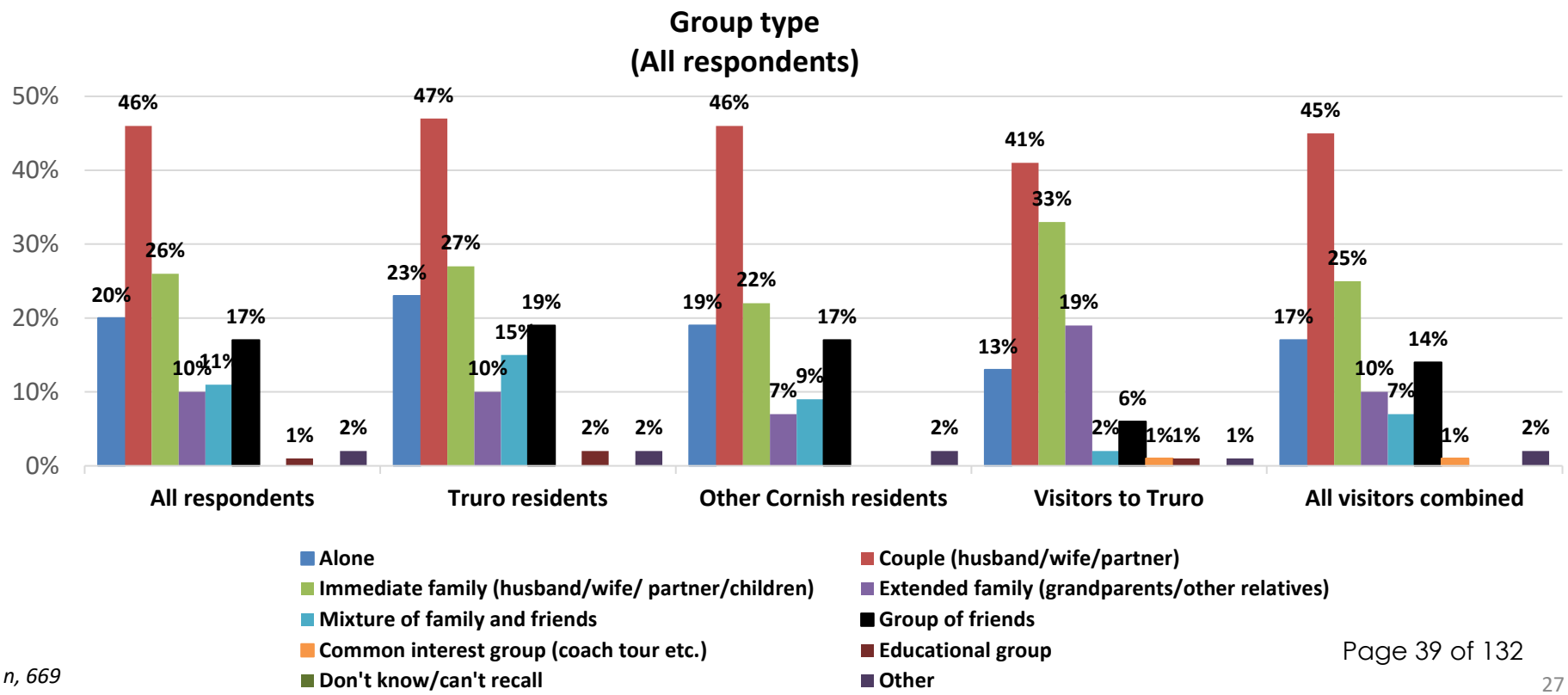
Truro Online Visitor Survey 2026

Characteristics of Leisure Trips

Couples and family groups accounted for the majority of leisure visits to Truro.

The majority of respondents' leisure visits to Truro were as part of a couple with 46% of all respondents reporting that they had travelled to the city with a husband, wife or partner. Family groups also accounted for a significant proportion of respondents with 26% part of an immediate family group and a further 10% as part of an extended family group. By comparison, 20% of respondents were on their own and 17% with a group of friends. 1% were in an educational group. To see the full list of other group types (2% of all respondents) please refer to the appendix which accompanies this report.

Visitors to Truro were more likely to be part of a family group than Truro or other Cornish residents with 33% travelling as part of an immediate family group. Meanwhile, higher proportions of Truro residents and those living elsewhere in the county were in couples or in the city on their own.

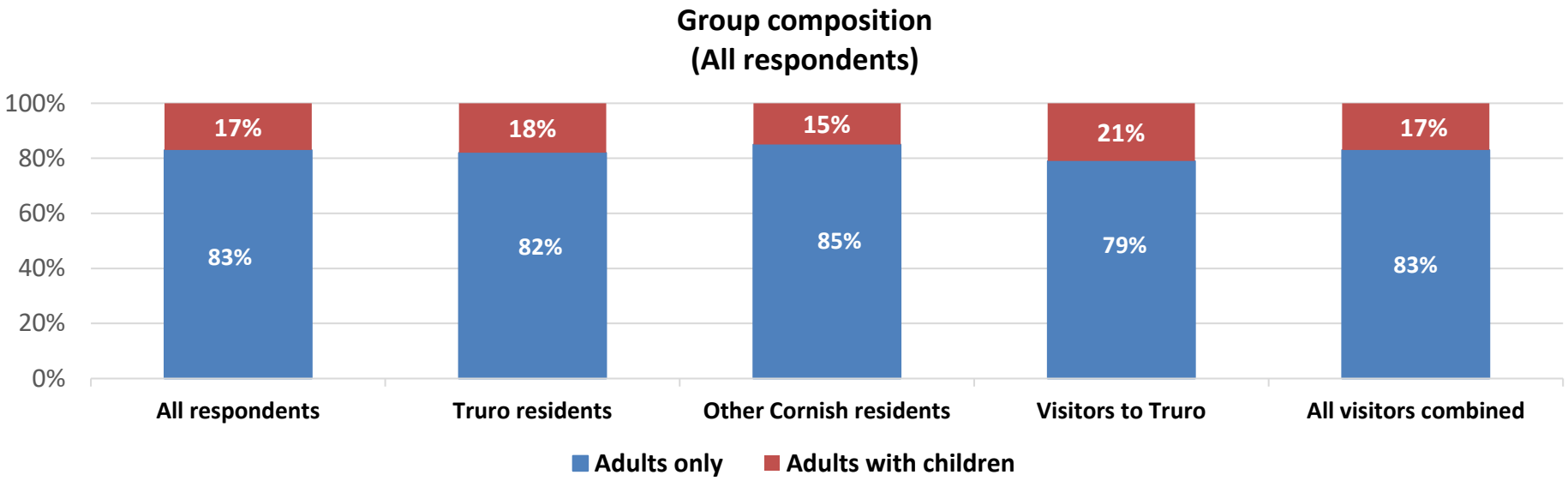


n, 669

83% of respondents were in adult only groups, although one in six parties included children.

The survey findings show that the vast majority of respondents were in Truro in an adult only group (83%), while 17% of respondents had children in their party. The proportion of groups containing children was slightly higher amongst visitors to Truro (21%), compared with 15-18% across Truro and other Cornish resident groups.

The average group size was 2.92 people comprising an average of 2.60 adults and 0.32 children per party. Group sizes were slightly larger amongst visitors to Truro, averaging 3.10 people, reflecting the higher proportion of family groups within this segment.



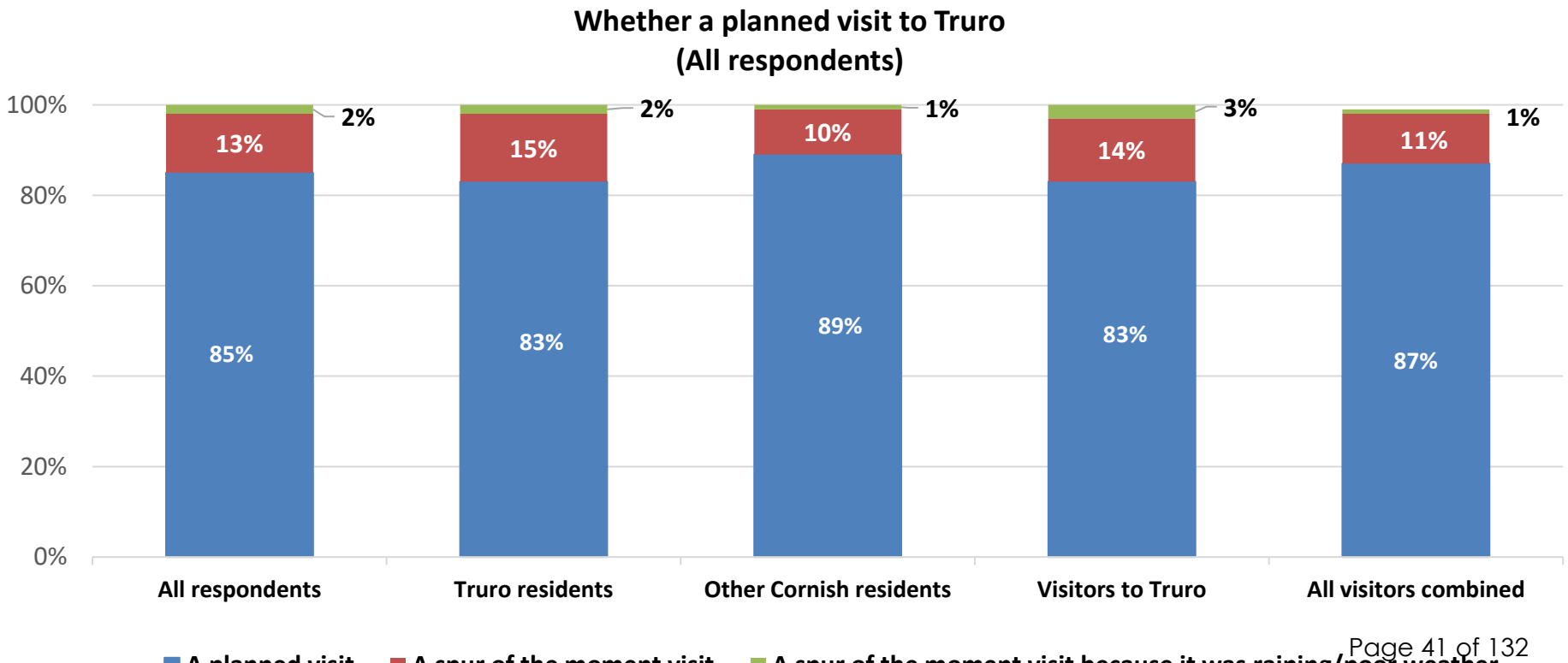
Average group size	All respondents	Truro residents	Other Cornish residents	Visitors to Truro	All visitors combined
Average adults (aged 16+ years)	**2.60**	2.66	2.51	2.65	2.55
Average children (aged 0-15 years)	**0.32**	0.31	0.28	0.45	0.33
Total average group size	**2.92**	2.98	2.79	3.10	2.87

n, 666

Truro has a strong appeal as a planned leisure destination with most respondents having made a conscious decision to include the city in their leisure activities.

The survey findings show that leisure visits to Truro are overwhelmingly planned rather than spontaneous with 85% of respondents stating that they had planned their leisure visit to the city. Only 13% described their trip as being spur-of-the-moment, while just 2% said it was prompted by poor weather conditions. This suggests that Truro is primarily a deliberate destination, attracting those who have specifically chosen to come for a leisure visit rather than relying heavily on impulse trips. The relatively small proportion of spontaneous leisure trips indicates that marketing, events and destination awareness are likely to play an important role in driving these trips to the city.

Levels of pre-planning were consistently high across all respondent groups ranging from 83% amongst Truro residents and visitors to Truro increasing to 89% amongst other Cornish residents.

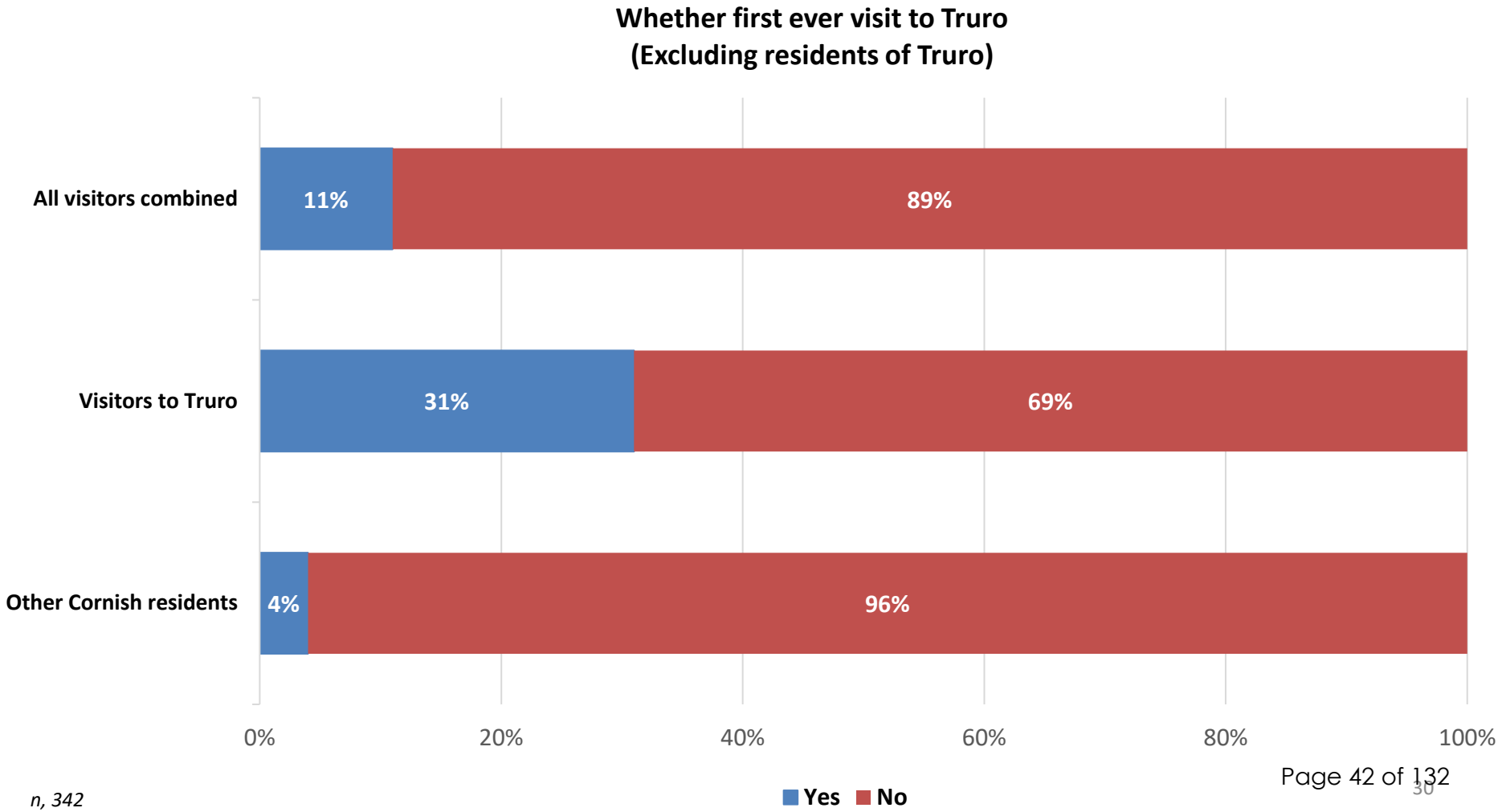


n, 669

Excluding Truro residents, 89% of all respondents had visited the city before.

Truro enjoys a very high level of repeat visitation with 93% of all respondents (excluding those who lived in the city) having visited the city before. 11% said they were visiting the city for the first time.

31% of visitors to Truro were on their first ever visit to the city compared with only 4% of other Cornish residents.



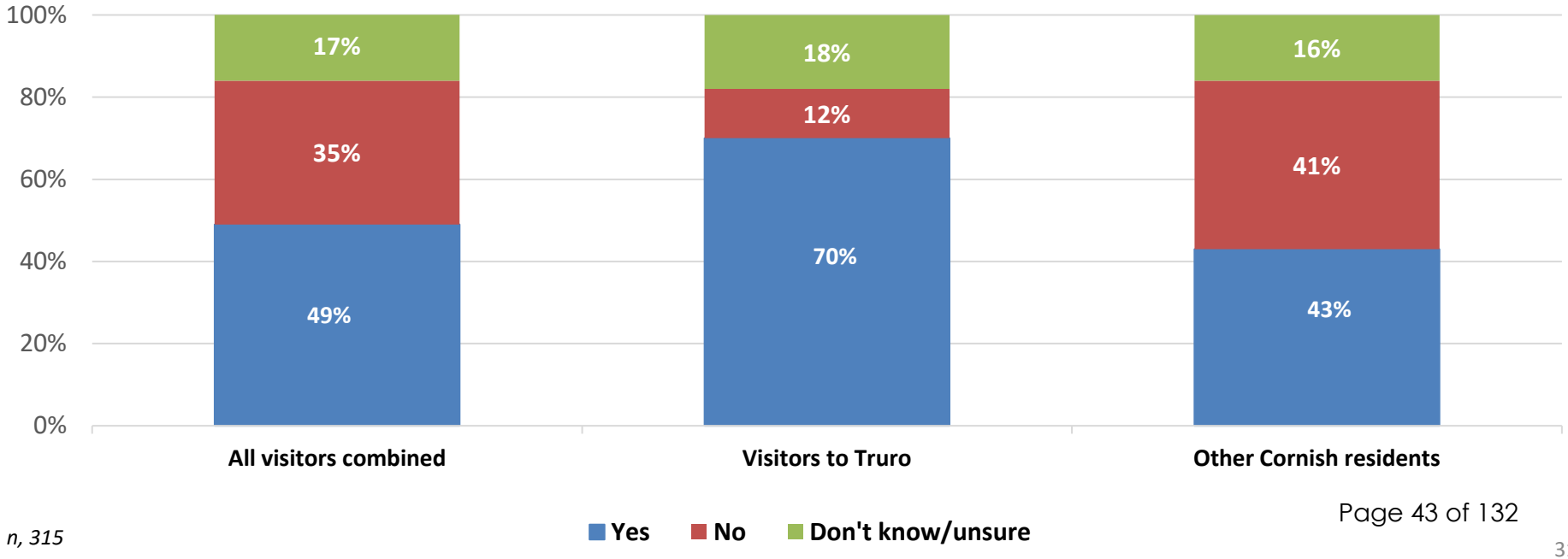
n, 342

49% of all day visitors to the city said they would consider returning to Truro for an overnight stay.

The findings suggest there is potential to convert day visitors into overnight visitors with 49% stating they would consider returning to Truro for an overnight stay. This increases substantially amongst visitors to Truro where 70% said they would consider doing so. A further 17% of respondents were unsure if they would return for an overnight stay or not.

35% of respondents said they would not consider an overnight stay, increasing to 41% of other Cornish residents and largely due to a much-reduced need for any overnight accommodation due to the location of the city in proximity to their own homes (see appendix which accompanies this report). In contrast, only 12% of visitors to Truro ruled out an overnight stay suggesting a higher potential of converting this group of respondents than those living in the county.

Would you ever consider returning to Truro to stay overnight on a leisure visit?
(Day visitors only, excluding residents of Truro)



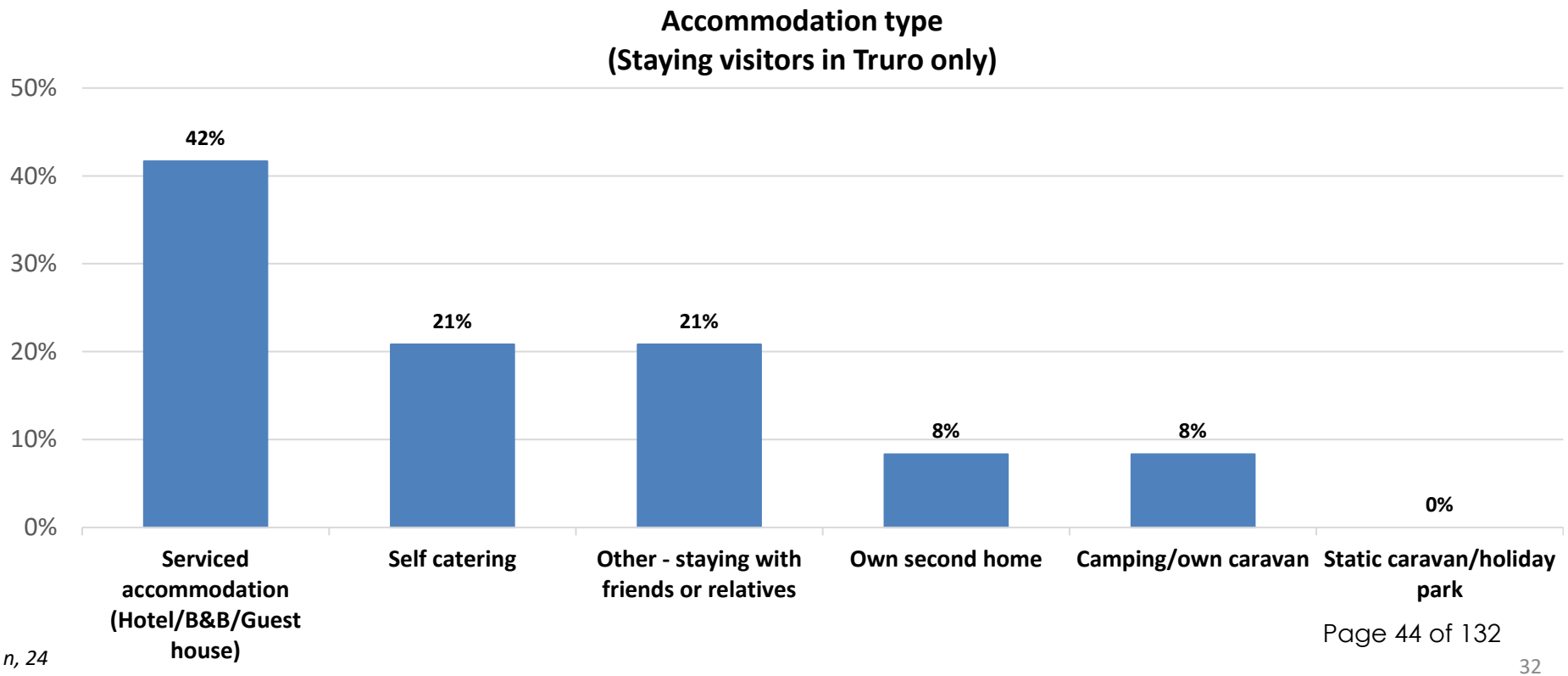
n, 315

Serviced accommodation dominates overnight stays with an average length of stay in the city of 3.6 nights.

The staying visitor market in Truro is primarily reliant on traditional serviced accommodation with 42% of overnight visitors staying in a hotel, guest house or B&B. Self-catering accommodation and staying with friends or relatives each accounted for a further 21% of stays. Smaller proportions of respondents had stayed in their own second home or camped/stayed in their own caravan (8% each).

Overnight visitors had stayed in Truro for an average of 3.63 nights.

Please be aware of the low sample size for staying visitors when interpreting these survey findings.



n, 24

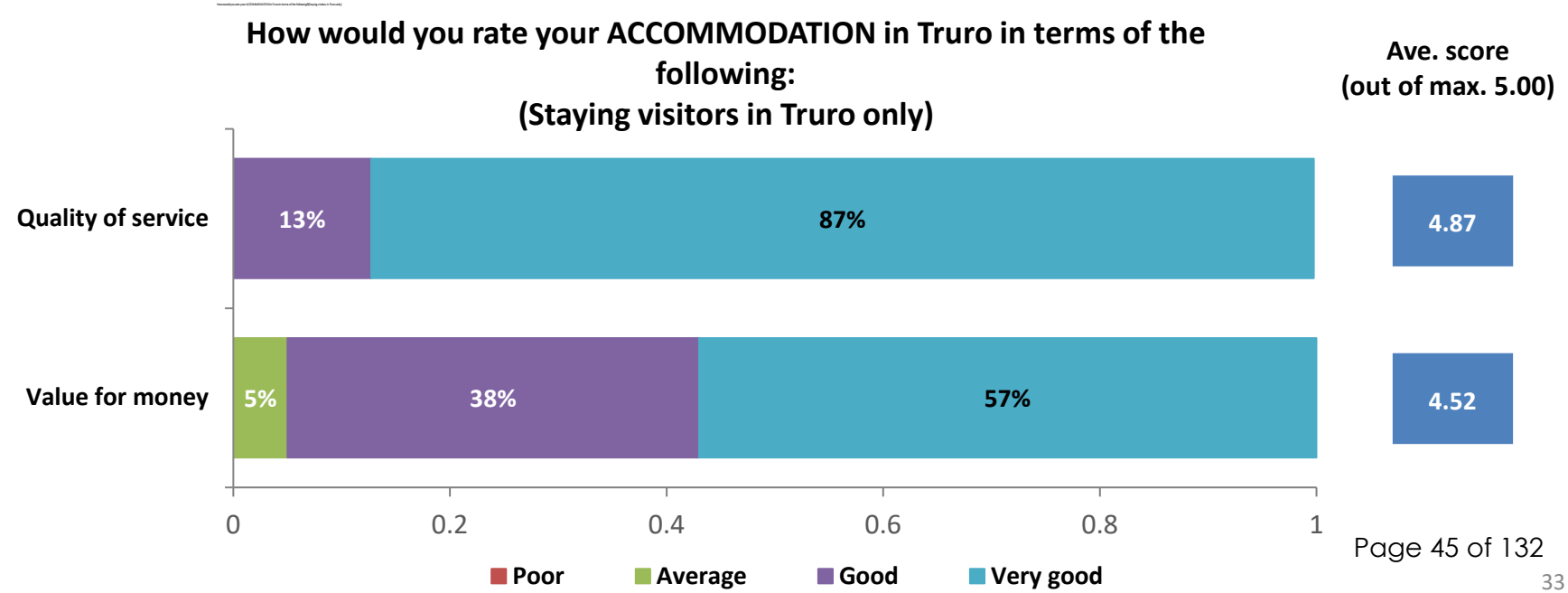
Outstanding accommodation service and strong value for money drive high satisfaction amongst those staying overnight in the city.

The survey obtained satisfaction levels with their accommodation amongst those respondents who had stayed overnight in the city. Each factor, or indicator, was rated on a range of '1' to '5' scale where '1' = 'Very poor' (or the most negative response), '2' = 'Poor', '3' = 'Average', '4' = 'Good' and '5' = 'Very good' (or the most positive response), allowing a satisfaction 'score' (out of a maximum of five) to be calculated.

There were high levels of satisfaction amongst those staying overnight in accommodation in the city, particularly with quality of service, which achieved an average satisfaction core of 4.87. All staying visitors rated quality of service positively with 87% rating it very good and 13% as good.

Perceptions of the value for money of accommodation were also very high achieving an average score of 4.52 out of 5.00. Nearly all staying visitors rated the value for money of their accommodation positively, with 57% rating it very good, 38% as good and just 5% rating as average.

Please be aware of the low sample size for staying visitors when interpreting these survey findings.



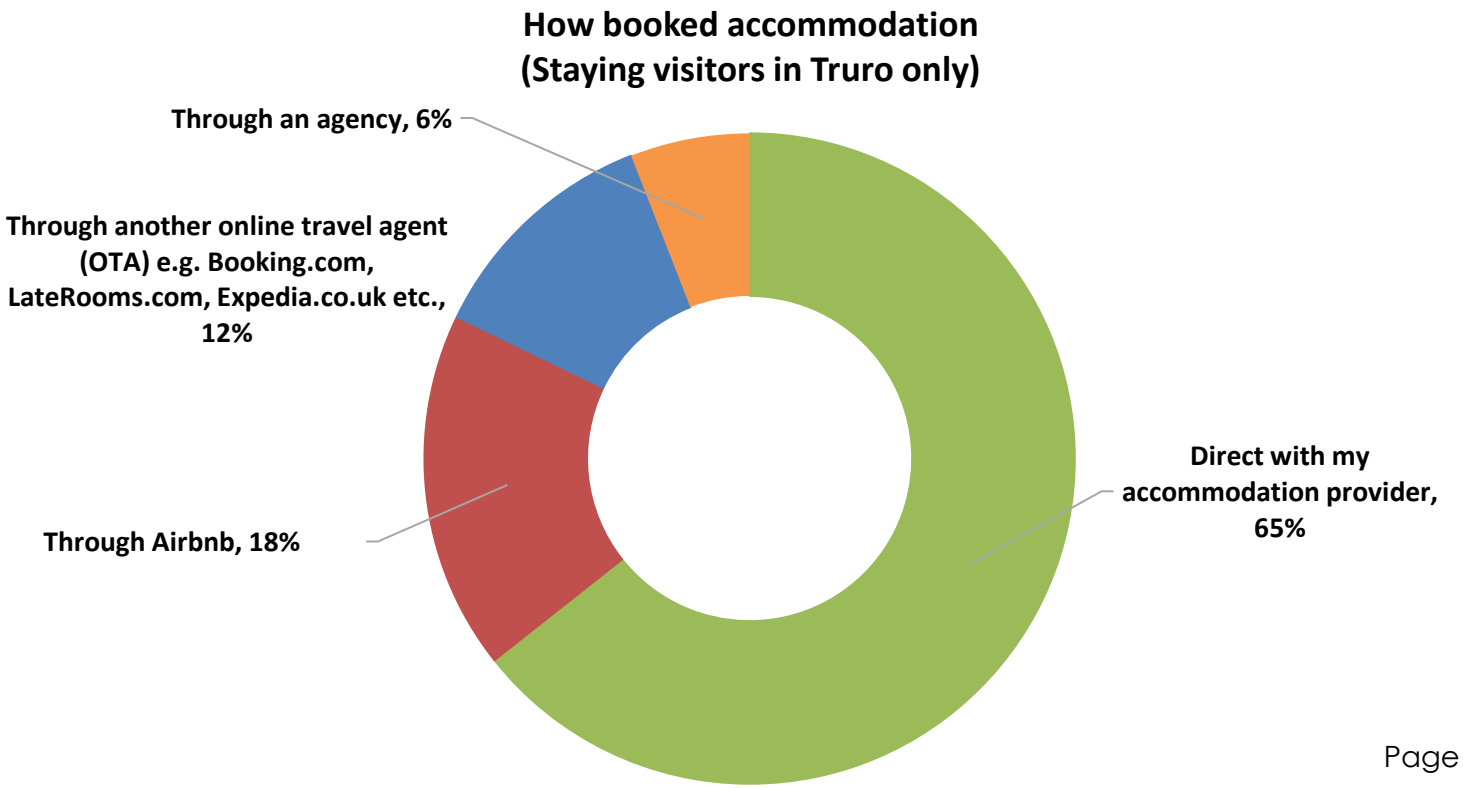
n, 24

Around two thirds of staying visitors had booked directly with their accommodation provider.

The majority of staying visitors booked their accommodation directly with their accommodation provider (65%).

Third party booking channels remain important however, with 18% of staying visitors booking their accommodation through Airbnb and a further 12% using online travel agents (OTAs) such as Booking.com or Expedia. Only 6% booked through an agency.

Please be aware of the low sample size for staying visitors when interpreting these survey findings.



n, 24

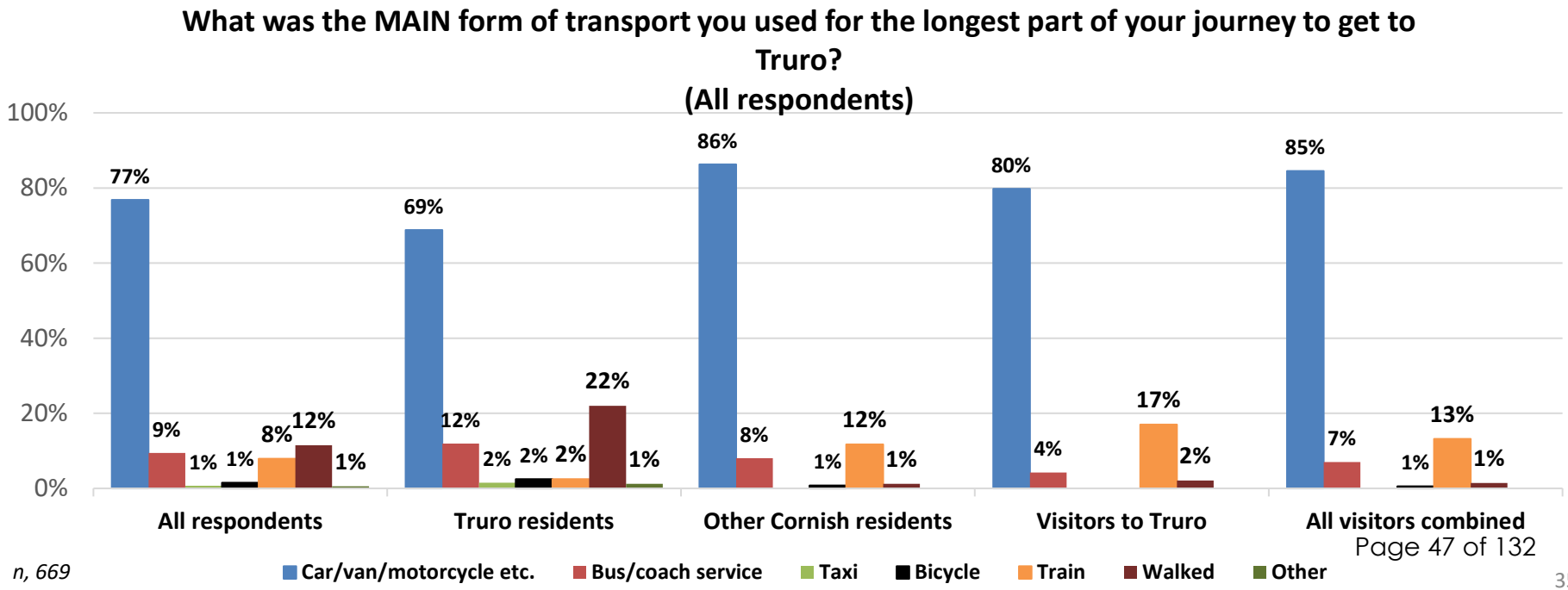
87% of respondents had travelled to Truro using some form of road transport.

87% of all respondents had travelled to Truro by road transport (car, van, motorcycle, bus or coach service or taxi) for the longest part of their journey to get to the city. Car/van/motorcycle travel alone accounted for 77% of all journeys making it by far the most common mode of transport used. A further 9% of respondents had travelled by scheduled bus or coach service and 1% by taxi.

8% of respondents had travelled to Truro by train, including 17% of visitors to Truro and 12% of other Cornish residents.

12% of respondents had walked into the city with this proportion increasing to around one fifth of Truro residents (22%).

It is clear that despite the city being one of the best, if not the best, connected place in Cornwall to get to by public transport, the majority of those coming to the city for leisure purposes still prefer to use their own transport to do so.

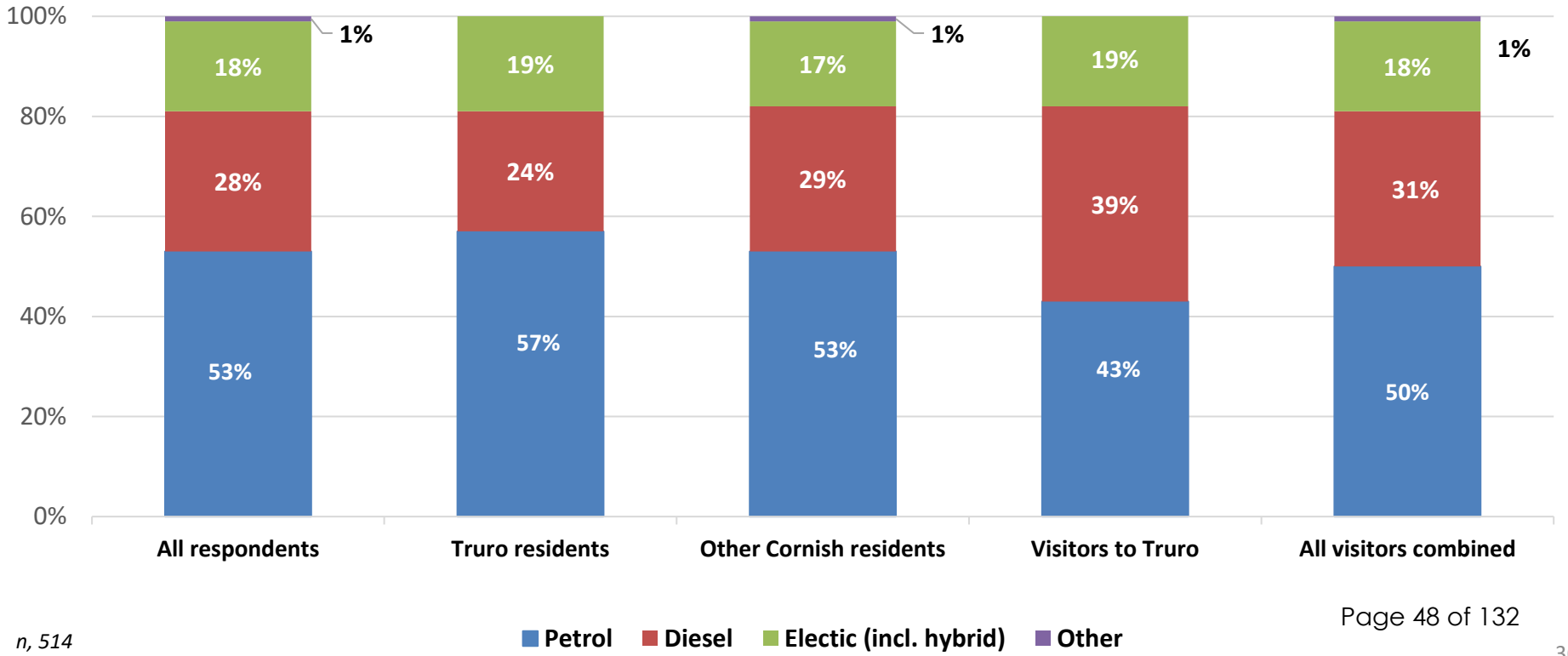


Nearly one in five motorists travelled to Truro in an electric or hybrid vehicle.

Amongst respondents using a car/van/motorcycle to travel to Truro, petrol vehicles were most common (53%), followed by diesel vehicles (28%).

Almost around one in five motor vehicle users (18%) travelled in an electric or hybrid vehicle. 1% reported their vehicle using another type of fuel and there was little variation between respondent groups.

What type of fuel did your vehicle use?
(Those arriving into Truro by car/van/motorcycle etc.)



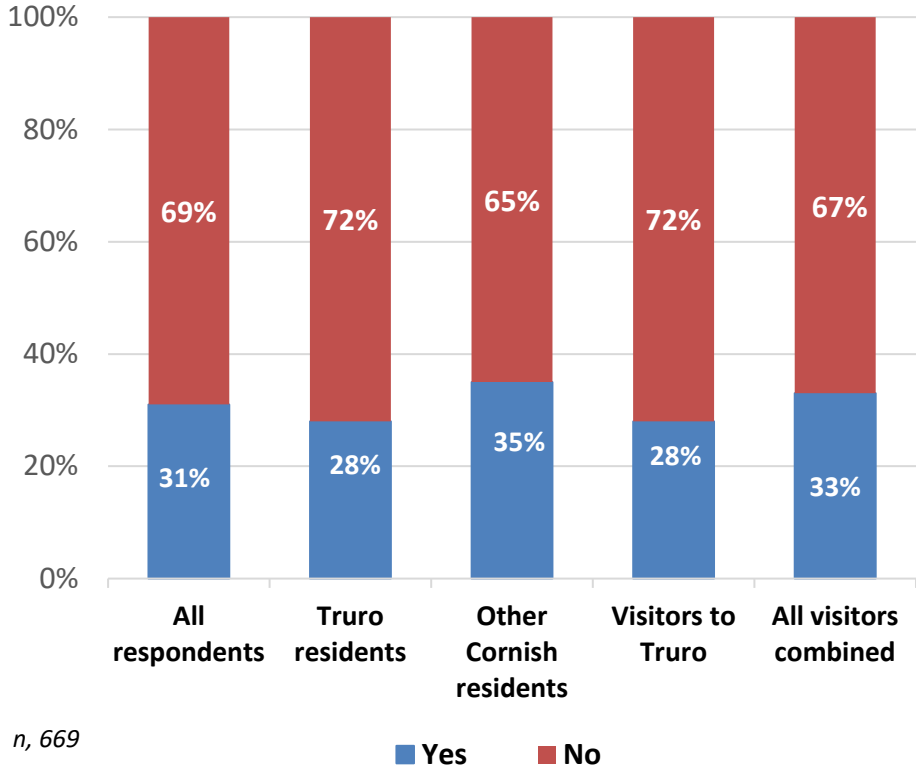
n, 514

Almost 7 in 10 dog owners travel with their dog on leisure trips.

31% of respondents owned a dog highlighting the significance of this market within Truro's resident and visitor base. Amongst these dog owners, the majority said they incorporate their pets into their leisure activities with 59% saying they sometimes take their dog with them and a further 10% saying they always do so. This means that almost seven in ten dog owners travel with their dog at least some of the time highlighting the importance of having dog-friendly facilities, attractions and public spaces in the city to cater for these respondents and their pets.

Visitors to Truro who owned a dog were particularly likely to travel with their pet with only 15% saying they never take their dog on leisure trips, compared with around a third of resident respondent groups (34% of Truro residents and 33% of other Cornish residents).

Do you own a dog?
(All respondents)



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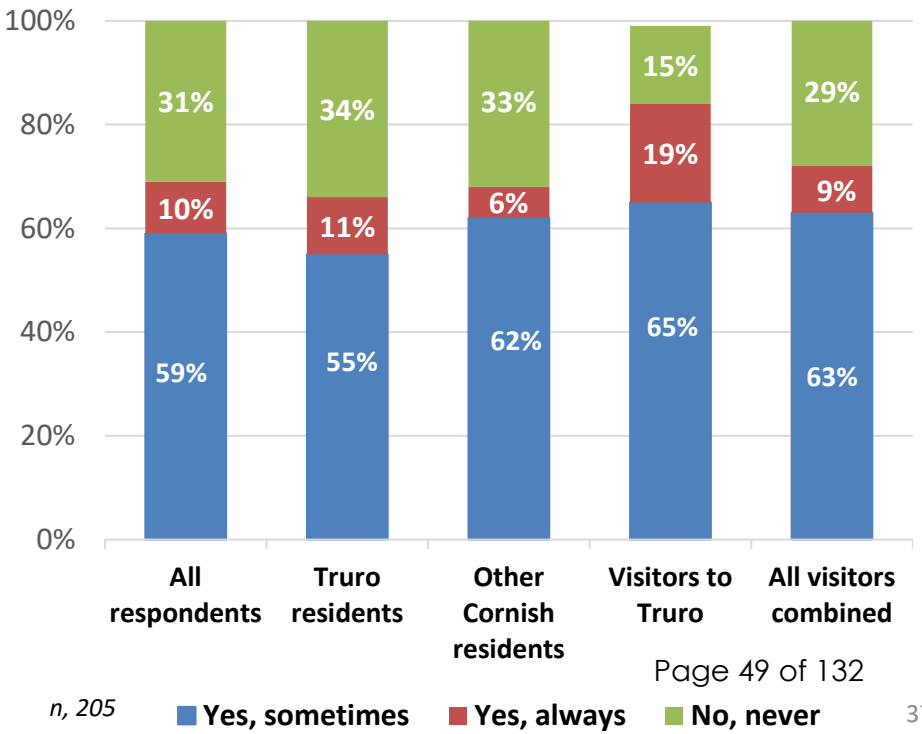
Do you take your dog with you at times during your leisure time?
(Dog owners only)



n, 205

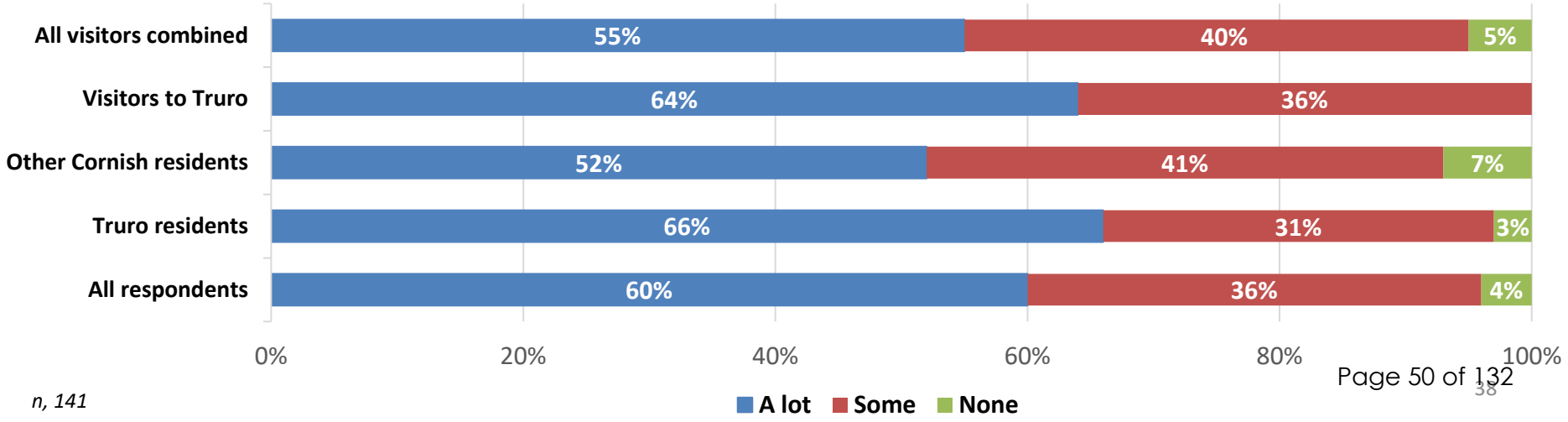
Dogs strongly influence leisure choices with 60% of dog owners saying they shape a lot of their decisions about where to go and what they do.

Amongst those respondents who owned a dog and take it with them on leisure trips, their dogs have a significant influence on their visit behaviours. Overall, 60% said their dog has a lot of influence on where they go and what they do during their leisure time, while a further 36% said their dog has some influence. Only a small minority of respondents reported that their dog had little or no impact on where they visited or what they did (4%). This means that for virtually all dog owners travelling with their pet, dog-friendliness plays at least some role in destination and activity choices.

The influence of their dogs on their leisure decisions was particularly strong amongst Truro residents and visitors to Truro who were most likely to say their dog had a lot of influence on their choices (66% and 64% respectively) compared with 52% of other Cornish residents.

These findings highlight the importance of dog-friendly attractions, accommodation, hospitality venues and public spaces in shaping leisure trip decision-making and suggest that pet-friendly provision could help strengthen Truro's appeal to a substantial segment of the leisure market.

How much of an influence does having a dog with you have on where you go and what you do with your leisure time?
(Dog owners who take their dog with them sometimes or always during their leisure time only)



n, 141

Truro Online Visitor Survey 2026

Information Sourcing

Digital channels are central to leisure trip planning with websites the most widely used source of information about Truro.

The survey highlights the importance of digital channels in influencing leisure visits to Truro. Overall, 66% of respondents had used websites or internet sources to obtain information either before or during their leisure visit to Truro, making this by far the most widely used information source. The use of online sources was particularly concentrated in the pre-visit stage with 93% of those who used websites doing so before travelling to the city. Social media ranked as the second most popular source used by 30% of respondents, while brochures, leaflets and guides were used by 23%, indicating that traditional leisure information still plays a supporting role alongside digital platforms.

Visitors from outside the county were generally more likely to seek information than residents of Truro and other Cornish residents, particularly through online channels. Websites and internet sources were used by 81% of visitors to Truro compared with 61% of Truro residents and 66% of other Cornish residents, while brochures and guides were also more popular amongst visitors (33%) than residents (22% and 20% of Truro and other Cornish residents respectively). The results suggest that online information plays a critical role in leisure trip planning and destination choice, while social media and printed materials provide valuable supplementary sources that help respondents prepare for and enhance their trip.

Please select which of the following sources, if any, you used either before or during your visit to gather information about visiting Truro Current visitors and those who had visited in the last 12 months only.	All respondents			Truro residents	Other Cornish residents	Visitors to Truro	All visitors combined
	Total using information source	*Before visit*	*During visit*				
Websites/the internet	**66%**	*93%*	*19%*	61%	66%	81%	70%
Social media sites e.g. Facebook, Instagram etc.	**30%**	*88%*	*22%*	32%	28%	31%	29%
Brochures/leaflets/guides	**23%**	*86%*	*18%*	22%	20%	33%	23%
Other information sources	**17%**	*88%*	*26%*	16%	15%	25%	17%
Newspapers/magazines	**9%**	*85%*	*18%*	9%	10%	11%	10%
Tourist information centres (TIC)	**8%**	*53%*	*55%*	7%	6%	14%	8%
AI (Artificial intelligence) information e.g. Chatgpt / Microsoft Copilot etc.	**6%**	*64%*	*50%*	5%	5%	12%	6%
Travel agents	**2%**	*58%*	*50%*	1%	2%	4%	2%

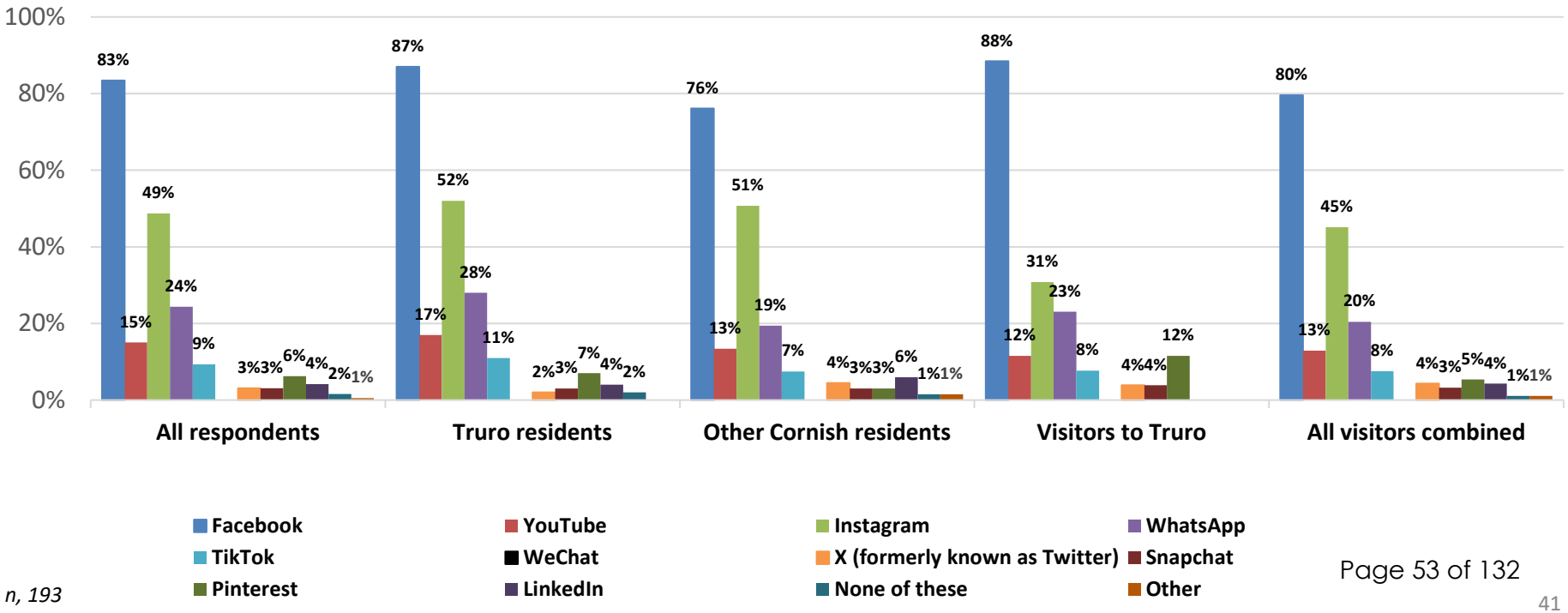
n, 640

Facebook dominates social media engagement.

Amongst those respondents who had used social media to gather information about visiting Truro for leisure purposes, Facebook was by far the most widely used platform with 83% reporting that they had used it before and/or during their leisure visit to the city. Facebook consistently ranked as the leading platform across all respondent groups reaching particularly high levels amongst visitors to Truro (88%) and Truro residents (87%). Instagram was the second most popular social media channel used by 49% of respondents overall, although usage was considerably lower than Facebook.

The findings also show that other social media platforms play a supporting role in leisure research and trip planning. WhatsApp was used by 24% of respondents followed by YouTube (15%) and TikTok (9%). While these channels have a smaller reach they nevertheless contribute to how respondents discover and engage with information about Truro.

Social media sites used
(Respondents using social media sites to source information about visiting Truro either before and/or during their visit)



n, 193

Consumers remain cautious about using AI for leisure information with most not yet viewing it as a primary source for planning their leisure trips.

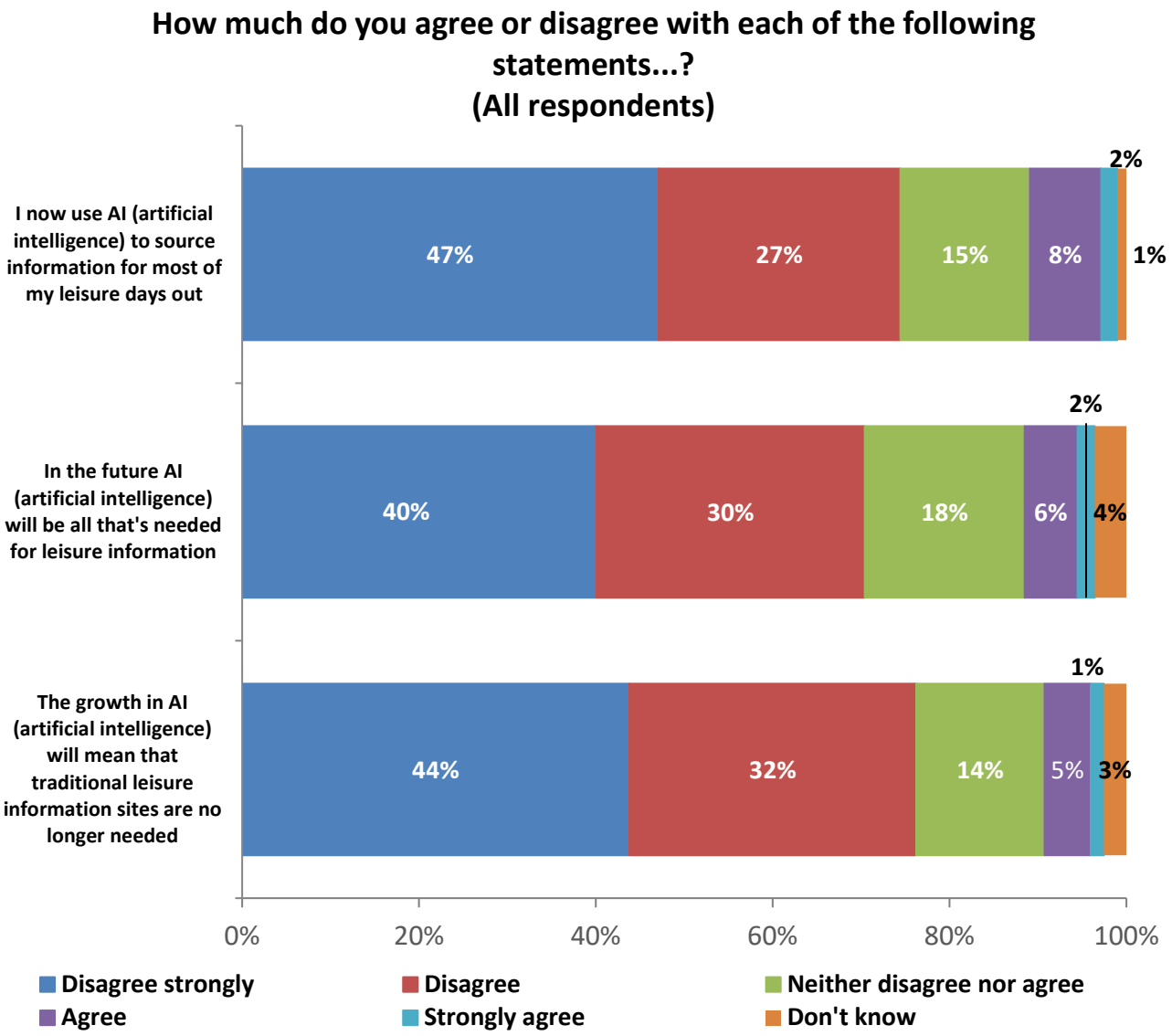
Respondents were asked to what extent they agreed or disagreed with three different statements about the use of Artificial Intelligence (AI) when sourcing leisure information where '1' was 'Disagreed strongly' or the lowest level of agreement and '5' was 'Strongly agree' or the highest level of agreement allowing an average agreement score (out of a maximum of 5.00) to be generated.

As the survey findings overleaf highlight, there were relatively low levels of acceptance and adoption of artificial intelligence (AI) as a tool for gathering their leisure information currently amongst respondents. Across all three statements that were tested average agreement scores were below 2.00 out of 5.00 suggesting that respondents generally disagreed with the idea that they currently use AI for most leisure information needs, that AI will become the sole source of leisure information in the future, or that it will replace traditional information sources. For example, 74% of respondents disagreed that they currently use AI to source information for most of their leisure days out, while only 10% expressed agreement with this statement.

Looking ahead, respondents remained similarly unconvinced about AI's future role in leisure planning. 70% disagreed that AI would eventually be all that is needed for leisure information and 76% disagreed that the growth of AI would make traditional leisure information sources obsolete. The consistency of responses across Truro residents, other Cornwall residents and visitors to Truro suggests that scepticism about AI is widespread rather than confined to any particular respondent group.

Overall, the findings indicate that while AI is gaining visibility, traditional sources such as websites, social media, printed information and destination websites continue to be viewed as the most trusted and important channels for leisure information.

Agreement with AI-related leisure information statements remained low across all respondent groups.



	All respondents	Truro residents	Other Cornish residents	Visitors to Truro	All visitors combined
I now use AI (artificial intelligence) to source information for most of my leisure days out	**1.89**	1.91	1.84	1.96	1.87
In the future AI (artificial intelligence) will be all that's needed for leisure information	**1.96**	1.99	1.88	2.03	1.92
The growth in AI (artificial intelligence) will mean that traditional leisure information sites are no longer needed	**1.85**	1.92	1.75	1.91	1.79

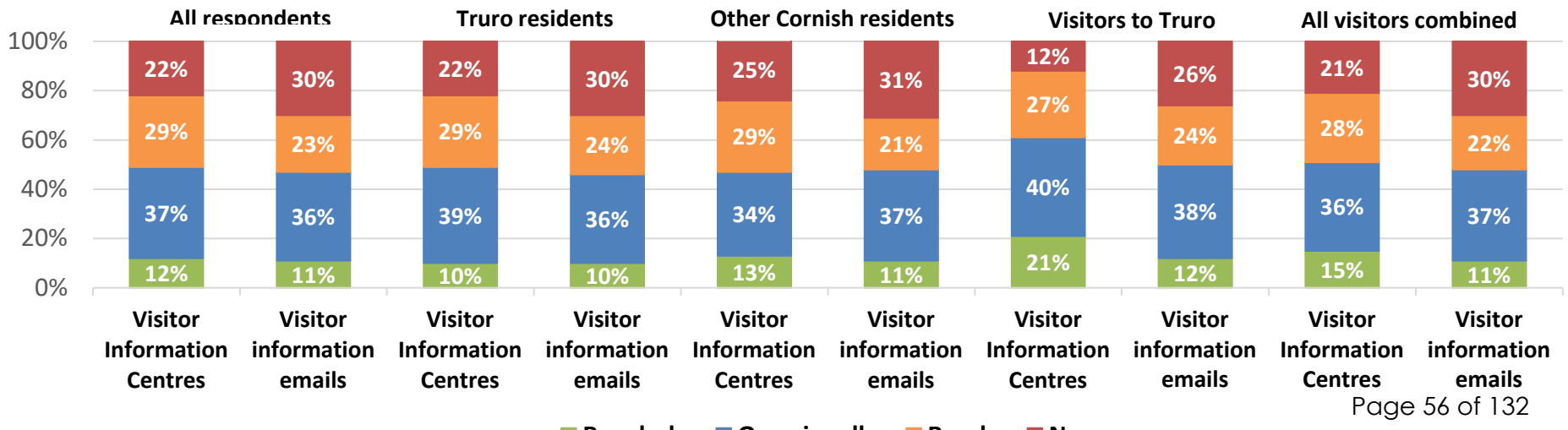
n, 669

Visitor Information Centres continue to play an important role in leisure planning although usage levels are evenly split between regular users and non-users.

The survey reveals mixed levels of engagement with visitor information services, including Visitor Information Centres (VICs) and visitor information emails. 49% of all respondents reported using Visitor Information Centres either regularly or occasionally while on holiday or during their leisure time, compared with 51% who said they rarely or never use them. This suggests that traditional visitor information services remain relevant to a substantial proportion of consumers despite the growth in digital information channels. Usage was particularly strong among visitors to Truro, where 61% reported using Visitor Information Centres regularly or occasionally.

Visitor information emails showed a similar pattern, although overall usage was slightly lower. 47% of all respondents said they use visitor information emails regularly or occasionally, compared with 52% who rarely or never use them. Once again, visitors to Truro demonstrated the highest levels of engagement with half reporting that they use visitor information emails at least occasionally. These findings indicate that while digital and online sources dominate leisure research and trip planning, traditional visitor information services continue to provide value, particularly amongst those who are actively exploring destinations and seeking additional support during their trips.

Thinking about visitor information services and how you use them generally whilst on holiday or during your leisure time, how often do you use each of the following? (All respondents)



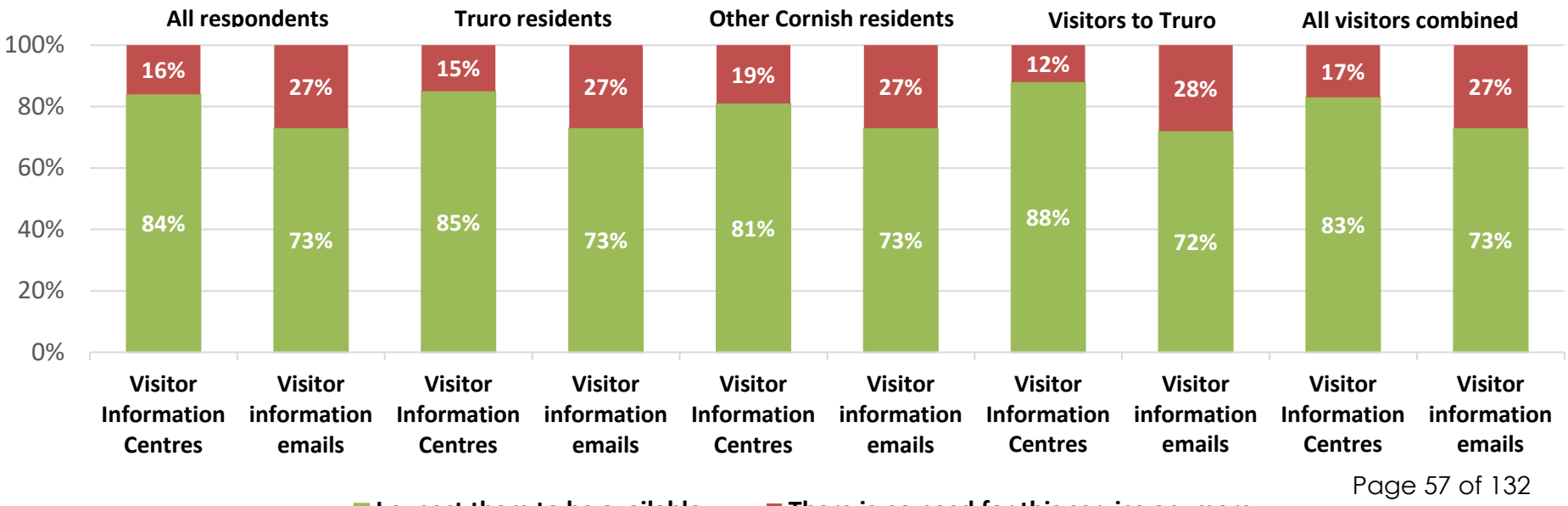
n, 669

Respondents have strong expectations that Visitor Information Centres and visitor information emails should remain available when visiting destinations.

The survey demonstrates clear and continued demand for visitor information services amongst respondents. More than eight in ten respondents (84%) said they expect Visitor Information Centres to be available when visiting a destination, while almost three-quarters (73%) expected visitor information email services to be provided. These expectations were consistently high across all respondent groups highlighting the ongoing importance of accessible visitor information channels and online sources for trip planning.

Expectations were particularly strong among visitors to Truro, 88% of whom expected Visitor Information Centres to be available, compared with just 12% who felt they were no longer necessary. The findings suggest that while leisure behaviours continue to evolve, traditional visitor information services remain an important part of the leisure trip experience. Consumers appear to value having access to both face-to-face support and direct information services indicating that destinations can benefit from maintaining a good mix of visitor information provision.

What are your expectations for the provision of those services when visiting a destination? (All respondents)



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Truro Online Visitor Survey 2026

Places/Sites Visited in Truro

Places/sites visited and main reason for visiting.

Respondents were asked to select which, if any, places/sites they had been to in Truro and whether any of these were their main reason for being in the city. As detailed in the chart overleaf, the survey shows that Truro's strongest visitor appeal lies in its combination of retail, hospitality and cultural attractions.

Shopping and retail sites were the most popular locations, frequented by 89% of all respondents and closely followed by restaurants, cafés and pubs and the Hall for Cornwall (87% each). Other popular places/sites included Lemon Street Market, Truro Cathedral and the Pannier Market (80% of respondents each). These findings demonstrate the breadth of Truro's leisure offering and highlight the city's ability to combine shopping, food and drink, heritage and cultural experiences within a compact city centre.

Whilst more than a quarter of all respondents (26%) identified the Hall for Cornwall as their main reason for coming to Truro (compared with 21% saying the same for shopping and 16% for the restaurants/cafes/pubs), it is worth acknowledging here that those venues who assisted with the distribution of the survey link, including the Hall for Cornwall, Truro Cathedral and Cornwall Museum and Art Gallery, may have affected the results for this question and this should be borne in mind when interpreting the findings for this question.

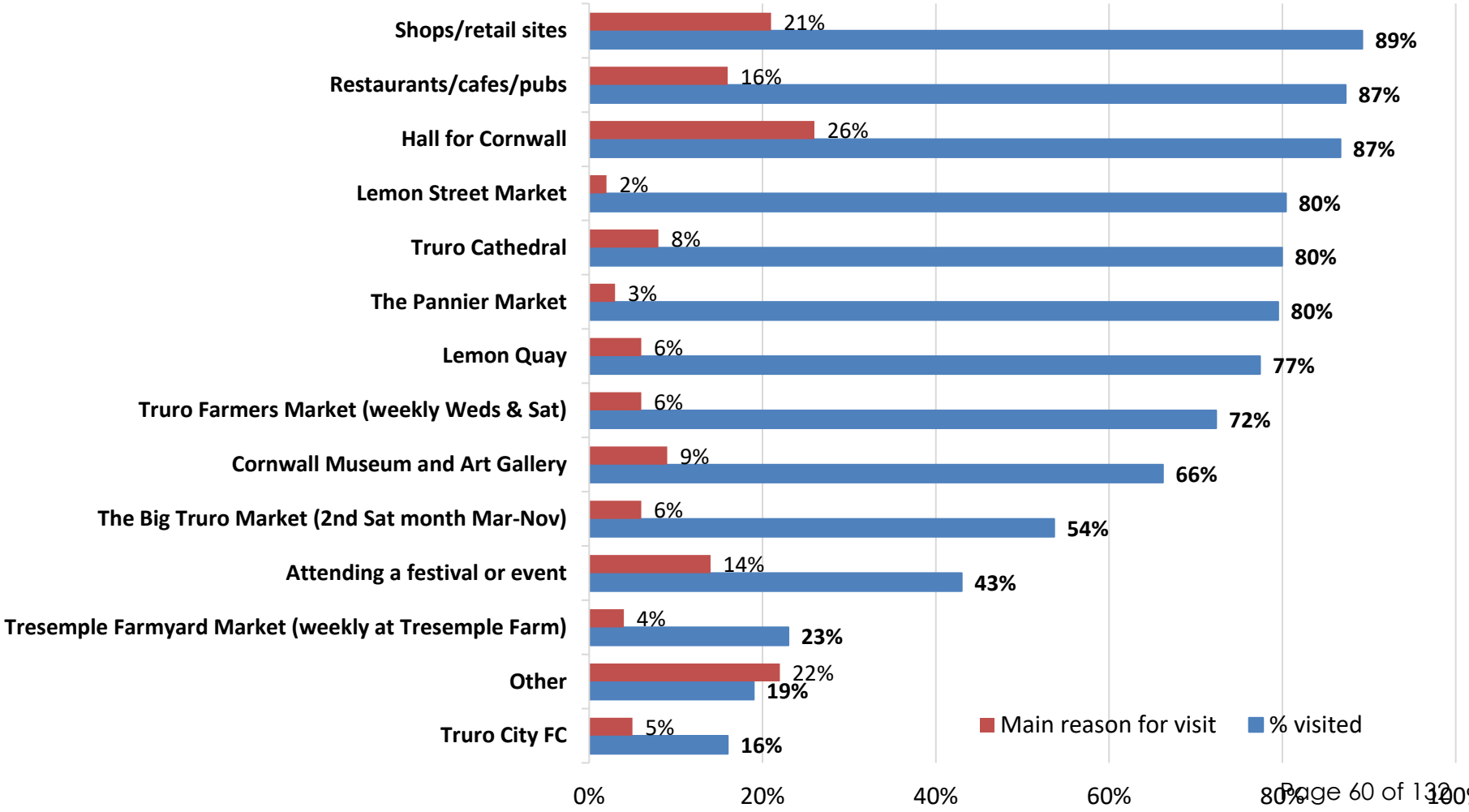
Nonetheless, the results do highlight that the attractions and festivals/events play an important vital role in attracting leisure visitors, supporting local businesses and encouraging wider engagement with the other attractions across the city centre and further individual attraction research would be able to evaluate the true economic value of these areas to the local economy.

19% had been to another place/site in the city and the full list of these can be found in the appendix which accompanies this report.

The results by respondent type are contained in the table on page 39.

Shopping, dining and cultural attractions form the core of the Truro leisure experience with the Hall for Cornwall acting as a major driver of leisure visits to the city.

Please select which, if any, of the following places/sites you have visited in Truro and whether any of these were your main reason for choosing to visit the city.
(All respondents)



n, 669

Shopping and visiting restaurants/cafés/bars were the most commonly undertaken activities amongst all respondent groups.

Shopping and visiting restaurants/cafés/bars were the most commonly undertaken activities amongst all respondent groups.

24% of visitors to Truro said attending a festival or event in the city was the second most important motivation for their visit, as did 13% of Truro and other Cornish residents in each case. The festivals/events attended is explored in the chart overleaf.

Please select which, if any, of the following places/sites you have visited in Truro and whether any of these were your main reason for choosing to visit the city?	All respondents		Truro residents		Other Cornish residents		Visitors to Truro		All visitors combined	
	% visiting	Main reason for visit	% visiting	Main reason for visit	% visiting	Main reason for visit	% visiting	Main reason for visit	% visiting	Main reason for visit
Shops/retail sites	**89%**	21%	91%	21%	90%	25%	81%	10%	88%	21%
Restaurants/cafes/pubs	**87%**	16%	91%	18%	85%	18%	80%	5%	84%	15%
Hall for Cornwall	**87%**	26%	92%	23%	92%	30%	56%	28%	82%	30%
Lemon Street Market	**80%**	2%	87%	3%	79%	2%	62%	2%	74%	2%
Truro Cathedral	**80%**	8%	83%	8%	77%	6%	76%	15%	77%	8%
The Pannier Market	**80%**	3%	86%	4%	80%	3%	58%	4%	74%	3%
Lemon Quay	**77%**	6%	83%	8%	77%	4%	59%	2%	72%	3%
Truro Farmers Market (weekly Weds & Sat)	**72%**	6%	83%	7%	67%	2%	52%	10%	63%	4%
Cornwall Museum and Art Gallery	**66%**	9%	77%	10%	60%	5%	44%	19%	56%	8%
The Big Truro Market (2nd Sat month Mar-Nov)	**54%**	6%	66%	8%	47%	4%	27%	0%	42%	3%
Attending a festival or event	**43%**	14%	49%	13%	42%	13%	22%	24%	37%	15%
Tresemple Farmyard Market (weekly at Tresemple Farm)	**23%**	4%	33%	6%	15%	3%	9%	0%	14%	2%
Other	**19%**	22%	24%	21%	17%	31%	11%	0%	15%	25%
Truro City FC	**16%**	5%	23%	5%	10%	0%	9%	11%	10%	3%

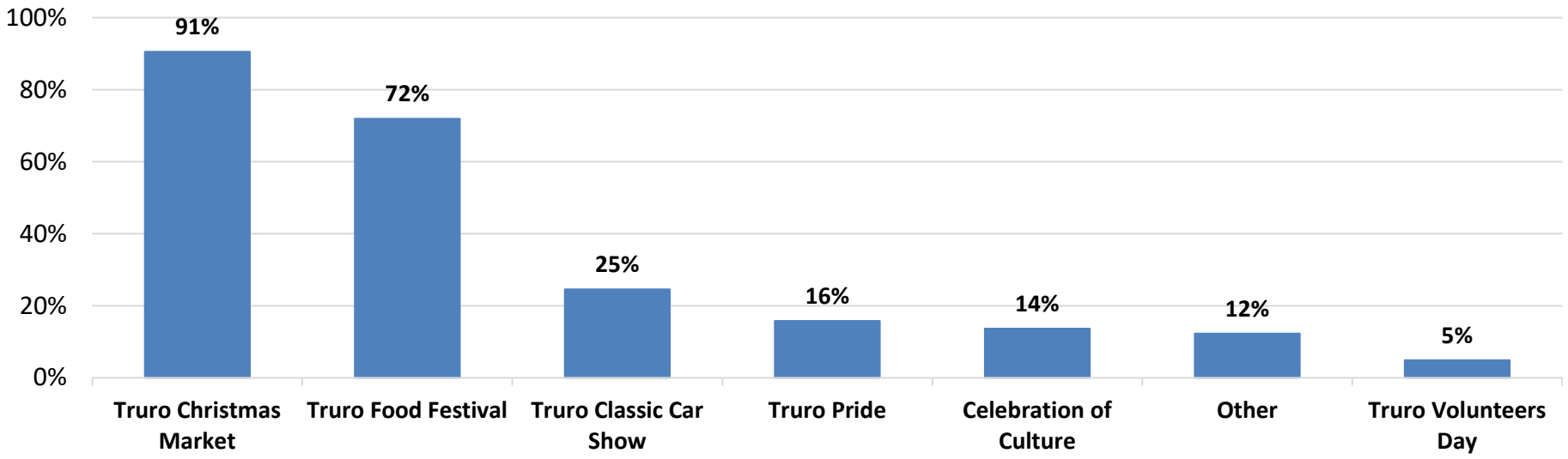
Around 9 out of 10 respondents who had attended a festival/event in the city had been to the Christmas Market. Around three quarters had been to Truro Food Festival.

Amongst those respondents who had attended a festival or event in Truro, the Truro Christmas Market was by far the most popular having been attended by 91% of festival-goers, followed by 72% who had attended The Truro Food Festival.

Attendance at other events was considerably lower with 25% having attended the Truro Classic Car Show, 16% Truro Pride, 14% Celebration of Culture and 5% Truro Volunteers Day.

12% of all respondents said they had attended another festival/event in the city and the full list of these can be found in the appendix which accompanies this report. The results by respondent type in the table overleaf.

Which, if any, of the following festivals or events have you attended in Truro?
(Respondents attending a festival/event in the city only)



n, 285

The Truro Christmas Market and Truro Food Festival were the city's most popular events across all respondent groups.

Truro Christmas Market and Truro Food Festival are by far the most popular events in the city across all respondent groups.

93% of Truro residents had attended Truro Christmas Market, as had 91% of other Cornwall residents and 67% of visitors to Truro. The Food Festival was attended by between 57% and 80% of respondents across each of the different respondent groups. Attendance at other events was considerably lower.

Which, if any, of the following festivals or events have you attended in Truro?	All respondents	Truro residents	Other Cornish residents	Visitors to Truro	All visitors combined
Truro Food Festival	**72%**	80%	63%	57%	62%
Truro Christmas Market	**91%**	93%	91%	67%	87%
Celebration of Culture	**14%**	18%	10%	5%	9%
Truro Classic Car Show	**25%**	34%	13%	10%	13%
Truro Volunteers Day	**5%**	7%	3%	0%	2%
Truro Pride	**16%**	18%	14%	10%	14%
Other	**12%**	10%	13%	29%	15%

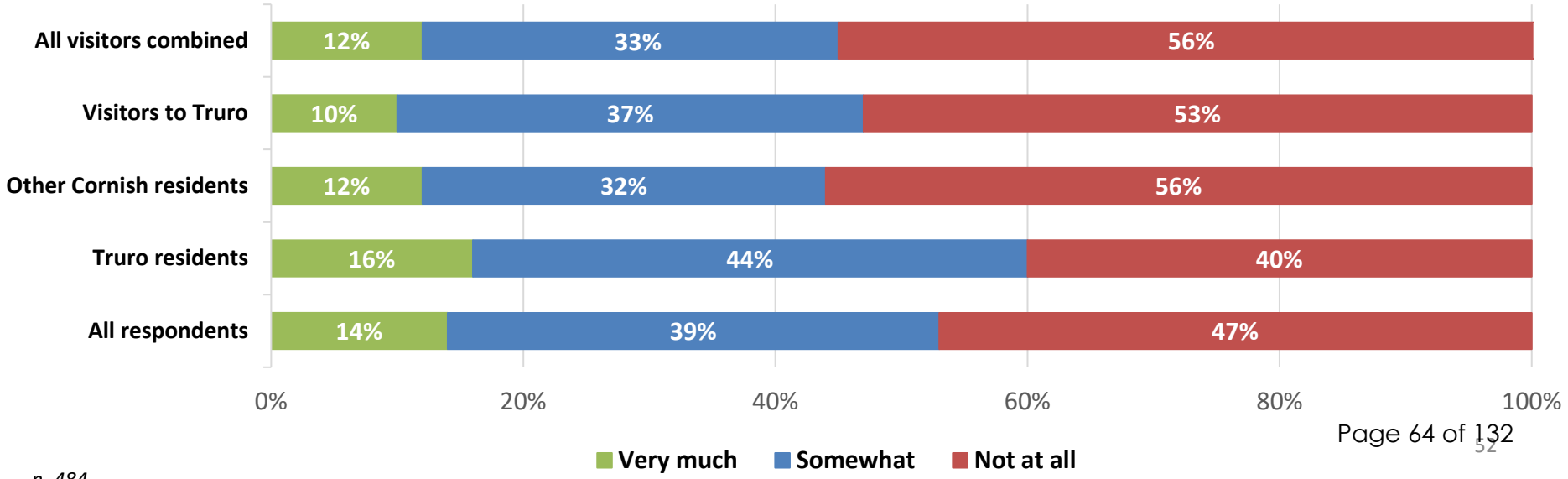
More than half of Truro Farmers' Market visitors said it influenced their decision to come to the city demonstrating its value as both a community asset and a visitor attraction.

72% of all respondents said they had visited Truro Farmer's Market. More than half of these respondents (53%) said the market had influenced their decision to come to the city to some extent. This included 14% who stated that the market had very much influenced their decision and a further 39% who said it had somewhat influenced their choice.

47% said the market had no influence on their decision to visit Truro.

The influence of the Farmers' Market varied across respondent groups and was strongest among Truro residents, 60% of whom said it had influenced their decision to come to the city. This compares with 47% of visitors to Truro and 44% of other Cornwall residents.

How, if at all, would you say visiting Truro Farmer's Market influenced your decision to visit the city?
(Respondents who had visited Truro Farmer's Market only)



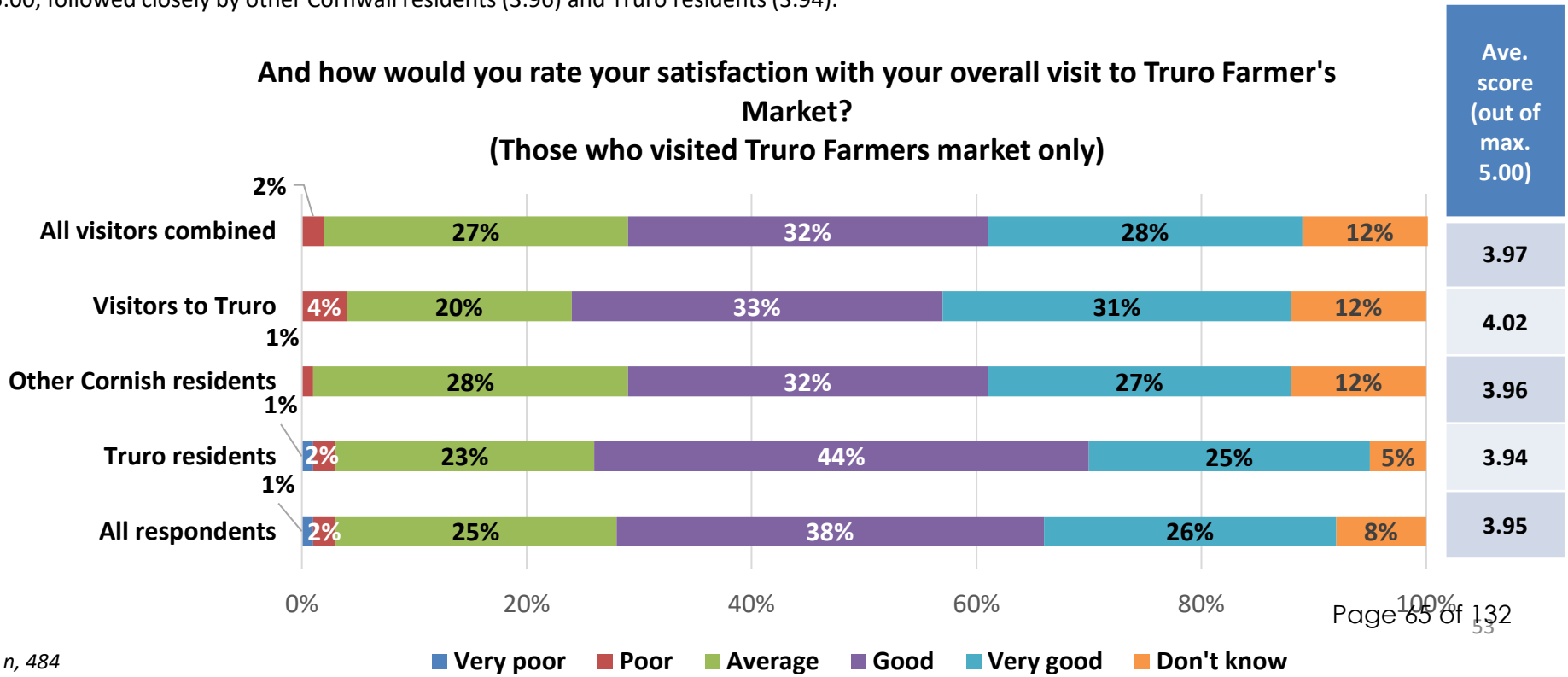
n, 484

Respondents report high levels of satisfaction with their experience at Truro Farmers' Market with around two thirds rating it overall as good or very good.

The survey obtained satisfaction levels with respondents' overall visit to Truro Farmers Market amongst those who had frequented the site. Each factor, or indicator, was rated on a range of '1' to '5' scale where '1' = 'Very poor' (or the most negative response), '2' = 'Poor', '3' = 'Average', '4' = 'Good' and '5' = 'Very good' (or the most positive response), allowing a satisfaction 'score' (out of a maximum of five) to be calculated.

Overall satisfaction with Truro Farmers' Market was strong with respondents giving it an average satisfaction score of 3.95 out of 5.00. Nearly two-thirds of respondents (64%) rated their experience at the market as either good (38%) or very good (26%), while only a very small proportion expressed dissatisfaction (2% poor and 1% very poor).

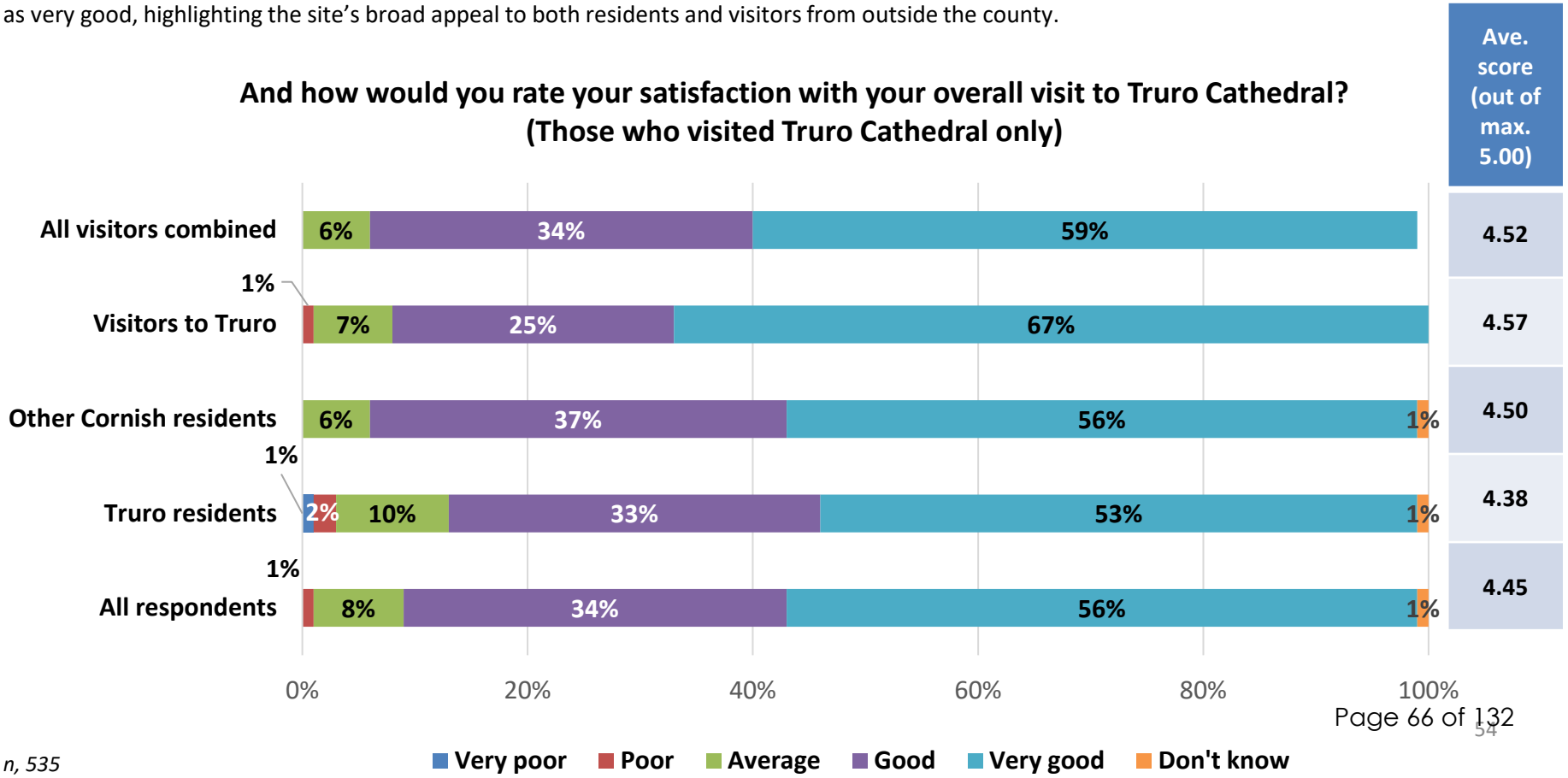
Satisfaction levels were consistently high across all respondent groups. Visitors to Truro recorded the highest overall satisfaction score at 4.02 out of 5.00, followed closely by other Cornwall residents (3.96) and Truro residents (3.94).



Truro Cathedral achieved outstanding satisfaction with nine out of ten respondents rating their overall experience of the site positively.

The survey also obtained satisfaction levels with respondents' overall trip to Truro Cathedral amongst those who had been to the site during their leisure visit to the city using the same 5 point scale. Respondent satisfaction with Truro Cathedral was extremely high among those who have been to the attraction. The cathedral achieved an average satisfaction score of 4.45 out of 5.00. 90% of respondents rated it overall as either good (34%) or very good (56%), while only a very small minority expressed any level of dissatisfaction (1% poor).

High satisfaction levels were evident across all respondent groups. Visitors to Truro recorded the highest satisfaction score at 4.57 out of 5.00, followed by other Cornwall residents at 4.50 and Truro residents at 4.38. In each case, the majority of respondents rated their overall experience at the cathedral as very good, highlighting the site's broad appeal to both residents and visitors from outside the county.



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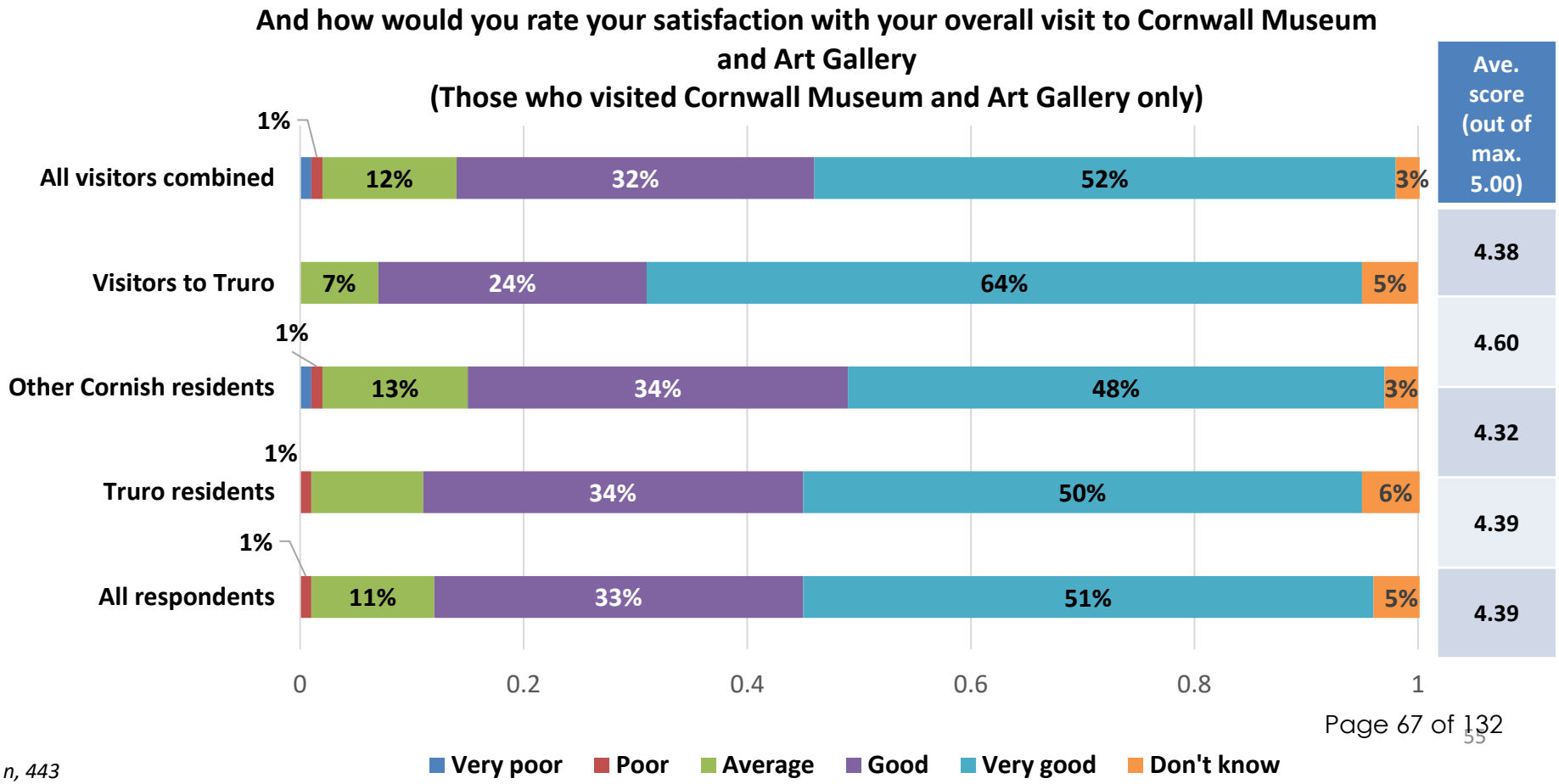
Respondents reported excellent experiences at Cornwall Museum and Art Gallery.

Respondents who had visited Cornwall Museum and Art Gallery reported very high levels of satisfaction with their experience at the site. Across all respondents who had been to the attraction the museum achieved an average overall satisfaction score of 4.39 out of 5.00 with 84% rating their trip as either good (33%) or very good (51%). Only a very small proportion of respondents provided a negative rating (1% poor).

Satisfaction levels were consistently high across all respondent groups with visitors to Truro again recording the highest score at 4.60 out of 5.00. Truro residents and other Cornwall residents also provided strong ratings scoring the attraction at 4.39 and 4.32 respectively.



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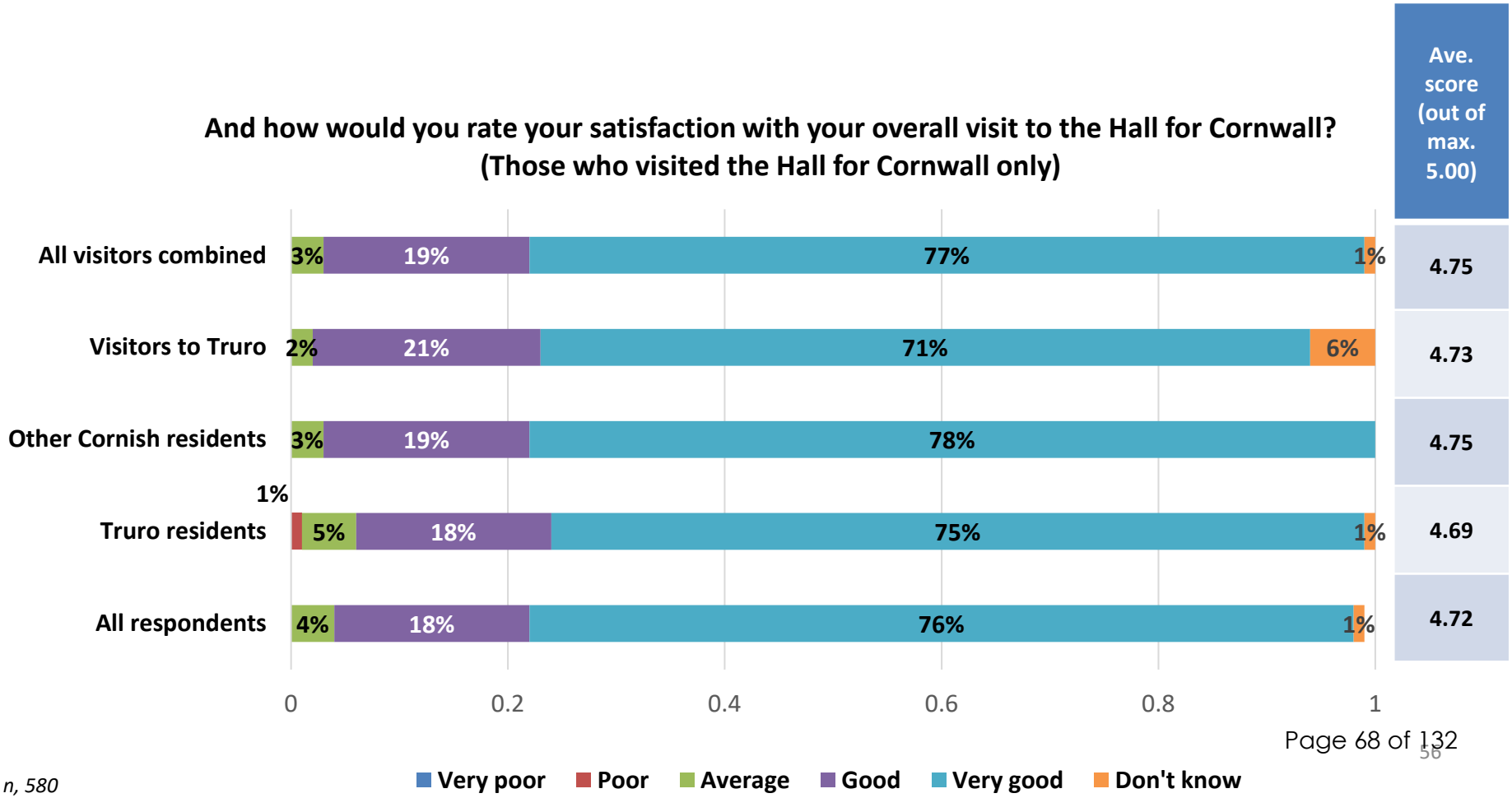
Almost all respondents rate their experience at the Hall for Cornwall as good or very good.

The Hall for Cornwall achieved an average satisfaction score of 4.72 out of 5.00 amongst those who had attended a performance at the venue. Overall, 94% of respondents rated it as either good (18%) or very good (76%). No respondents expressed any dissatisfaction with the venue.

Satisfaction was consistently high across all respondent groups with average scores ranging from 4.69 among Truro residents to 4.75 among other Cornwall residents. Visitors to Truro also rated their experience extremely positively awarding an average score of 4.73.



Truro Online Visitor Survey 2026

Leisure Expenditure in Truro

Average spend by all respondents in Truro was £65.36

Staying visitors spent an average of £53.89 per person per night on accommodation in the city.

- Average spend per person per day in Truro was £65.35 including £22.71 on shopping, £19.66 on eating and drinking, £19.16 on attractions/entertainment, £3.83 on travel and transport.
- Visitors to Truro spent slightly more on average for each spend category with the exception of attractions/entertainment which was highest amongst other Cornish residents.
- Visitors staying overnight in the city in paid accommodation spent an average of £53.89 per person per night on their accommodation in Truro.

RESPONDENT SPEND BY CATEGORY (£/per person/per day)						
	Shopping	**Eating & drinking**	**Attractions/ Entertainment**	**Travel & transport in Truro**	**TOTAL**	**Accommodation in Truro (STAYING VISITORS IN PAID ACCOMMODATION ONLY)**
ALL RESPONDENTS	**£22.71**	**£19.66**	**£19.16**	**£3.83**	**£65.35**	**£53.89**
TRURO RESIDENTS	£22.92	£19.52	£18.23	£3.94	£64.61	
OTHER CORNISH RESIDENTS	£21.90	£17.68	£21.93	£3.55	£65.06	
VISITORS TO TRURO	£23.92	£24.47	£15.27	£4.19	£67.85	
ALL VISITORS COMBINED	£22.53	£19.78	£19.92	£3.75	£65.97	

Truro Online Visitor Survey 2026

Respondents' Opinions of Truro

Introduction.

The survey obtained respondents' satisfaction levels with a wide range of factors or indicators which together comprise the 'visitor experience'. Each factor, or indicator, was rated on a range of '1' to '5' scale where '1' = 'very poor' (or the most negative response), '2' = 'poor, '3' = 'average', '4' = 'good' and '5' = 'very good' (or the most positive response), allowing a satisfaction 'score' (out of a maximum of five) to be calculated.

The areas explored in terms of satisfaction were:

- Shopping
- Places to eat & drink
- Parks, gardens and other public spaces
- Places to visit/things to do
- Public transport
- Car parks
- Park & Ride
- General atmosphere
- Feeling of welcome
- Overall enjoyment of visit
- Overall value for money

Most aspects of the Truro leisure experience were rated positively with car parking the notable exception.

As the table overleaf and chart on page 51 demonstrate, the satisfaction results highlight a generally positive leisure experience across Truro amongst residents and visitors alike with many aspects of the city achieving good satisfaction scores.

The highest rated areas related to customer service and the leisure offering including the quality of service in independent places to eat and drink (4.17), the quality of service in independent shops (4.15) and the quality of the parks, gardens and other public spaces (4.10).

Visitors to Truro consistently awarded higher scores than Truro and other Cornish residents across most categories suggesting that those travelling from outside the county perceive the overall experience particularly positively and is usually the norm within most destinations.

The results reinforce the importance of Truro's independent businesses, hospitality sector and visitor attractions in shaping favourable impressions of the city.

As is usual within most destinations, satisfaction levels with all aspects of car parking in the city were the lowest of all the indicators explored by the survey. The value for money of car parking received the lowest satisfaction score at 2.24, followed by the ease of parking (2.55) and quality of service at car parks (2.69). These were the only three indicators to fall below a satisfaction score of 3.00 out of 5.00 and whilst Park & Ride services achieved higher satisfaction ratings, a much lower proportion of respondents had used this service compared with those using a car park in the city.

Respondents rated Truro positively across most measures with car parking the only significant area of weakness in terms of satisfaction.

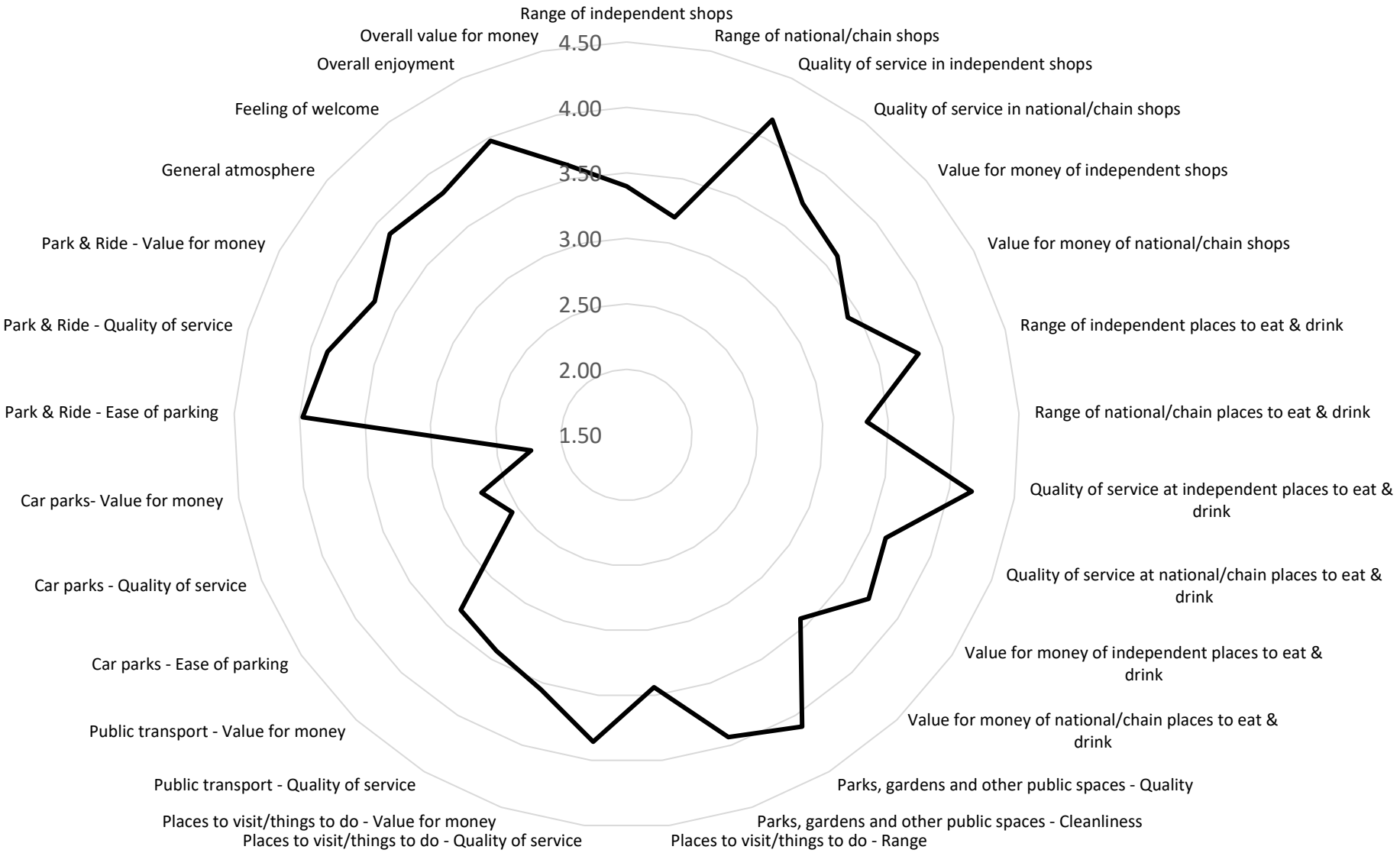
#	Satisfaction by respondent type	All	Truro residents	Other Cornish residents	Visitors to Truro	All visitors combined	#	Satisfaction by respondent type	All	Truro residents	Other Cornish residents	Visitors to Truro	All visitors combined
1	Range of independent shops	**3.40**	3.18	3.48	3.95	3.61	15	Places to visit/things to do - Range	**3.44**	3.26	3.48	3.98	3.61
2	Range of national/chain shops	**3.20**	3.06	3.19	3.73	3.34	16	Places to visit/things to do - Quality of service	**3.86**	3.76	3.86	4.20	3.95
3	Quality of service in independent shops	**4.15**	4.12	4.15	4.27	4.18	17	Places to visit/things to do - Value for money	**3.55**	3.47	3.52	3.93	3.63
4	Quality of service in national/chain shops	**3.72**	3.66	3.74	3.87	3.78	18	Public transport - Quality of service	**3.43**	3.24	3.49	4.12	3.64
5	Value for money of independent shops	**3.61**	3.57	3.56	3.91	3.65	19	Public transport - Value for money	**3.34**	3.16	3.41	4.00	3.54
6	Value for money of national/chain shops	**3.41**	3.34	3.43	3.63	3.48	20	Car parks - Ease of parking	**2.55**	2.34	2.60	3.36	2.78
7	Range of independent places to eat & drink	**3.81**	3.73	3.82	4.13	3.90	21	Car parks - Quality of service	**2.69**	2.48	2.76	3.48	2.92
8	Range of national/chain places to eat & drink	**3.34**	3.21	3.34	3.81	3.46	22	Car parks- Value for money	**2.24**	1.97	2.33	3.13	2.51
9	Quality of service at independent places to eat & drink	**4.17**	4.13	4.17	4.33	4.21	23	Park & Ride - Ease of parking	**3.98**	3.87	4.01	4.41	4.09
10	Quality of service at national/chain places to eat & drink	**3.63**	3.55	3.67	3.83	3.71	24	Park & Ride - Quality of service	**3.87**	3.76	3.89	4.38	3.99
11	Value for money of independent places to eat & drink	**3.73**	3.65	3.71	4.10	3.81	25	Park & Ride - Value for money	**3.68**	3.56	3.70	4.23	3.80
12	Value for money of national/chain places to eat & drink	**3.43**	3.32	3.44	3.87	3.55	26	General atmosphere	**3.87**	3.77	3.86	4.26	3.97
13	Parks, gardens and other public spaces – Quality	**4.10**	4.17	3.96	4.21	4.02	27	Feeling of welcome	**3.82**	3.77	3.76	4.15	3.86
14	Parks, gardens and other public spaces - Cleanliness	**3.93**	3.96	3.85	4.08	3.91	28	Overall enjoyment	**3.97**	3.87	3.96	4.37	4.07
							29	Overall value for money	**3.61**	3.49	3.58	4.10	3.72

The highest rated indicators were the quality of service in independent places to eat and drink (4.17), the quality of service in independent shops (4.15) and the quality of the parks, gardens and other public spaces in the city (4.10).

The value for money of car parking received the lowest satisfaction score of all the indicators at 2.24, followed by the ease of parking (2.55) and the quality of service of car parking (2.69).

Ranking	Satisfaction indicators ranked	All	Ranking	Satisfaction indicators ranked	All
1	Quality of service at independent places to eat & drink	4.17	15	Quality of service at national/chain places to eat & drink	3.63
2	Quality of service in independent shops	4.15	16	Value for money of independent shops	3.61
3	Parks, gardens and other public spaces – Quality	4.10	16	Overall value for money	3.61
4	Park & Ride - Ease of parking	3.98	18	Places to visit/things to do - Value for money	3.55
5	Overall enjoyment	3.97	19	Places to visit/things to do – Range	3.44
6	Parks, gardens and other public spaces – Cleanliness	3.93	20	Value for money of national/chain places to eat & drink	3.43
7	General atmosphere	3.87	20	Public transport - Quality of service	3.43
7	Park & Ride - Quality of service	3.87	22	Value for money of national/chain shops	3.41
9	Places to visit/things to do - Quality of service	3.86	23	Range of independent shops	3.40
10	Feeling of welcome	3.82	24	Public transport - Value for money	3.34
11	Range of independent places to eat & drink	3.81	24	Range of national/chain places to eat & drink	3.34
12	Value for money of independent places to eat & drink	3.73	26	Range of national/chain shops	3.20
13	Quality of service in national/chain shops	3.72	27	Car parks - Quality of service	2.69
14	Park & Ride - Value for money	3.68	28	Car parks - Ease of parking	2.55
			29	Car parks- Value for money	2.24

Service quality and places to visit/things to do are key strengths, while parking in the city is Truro's main challenge.



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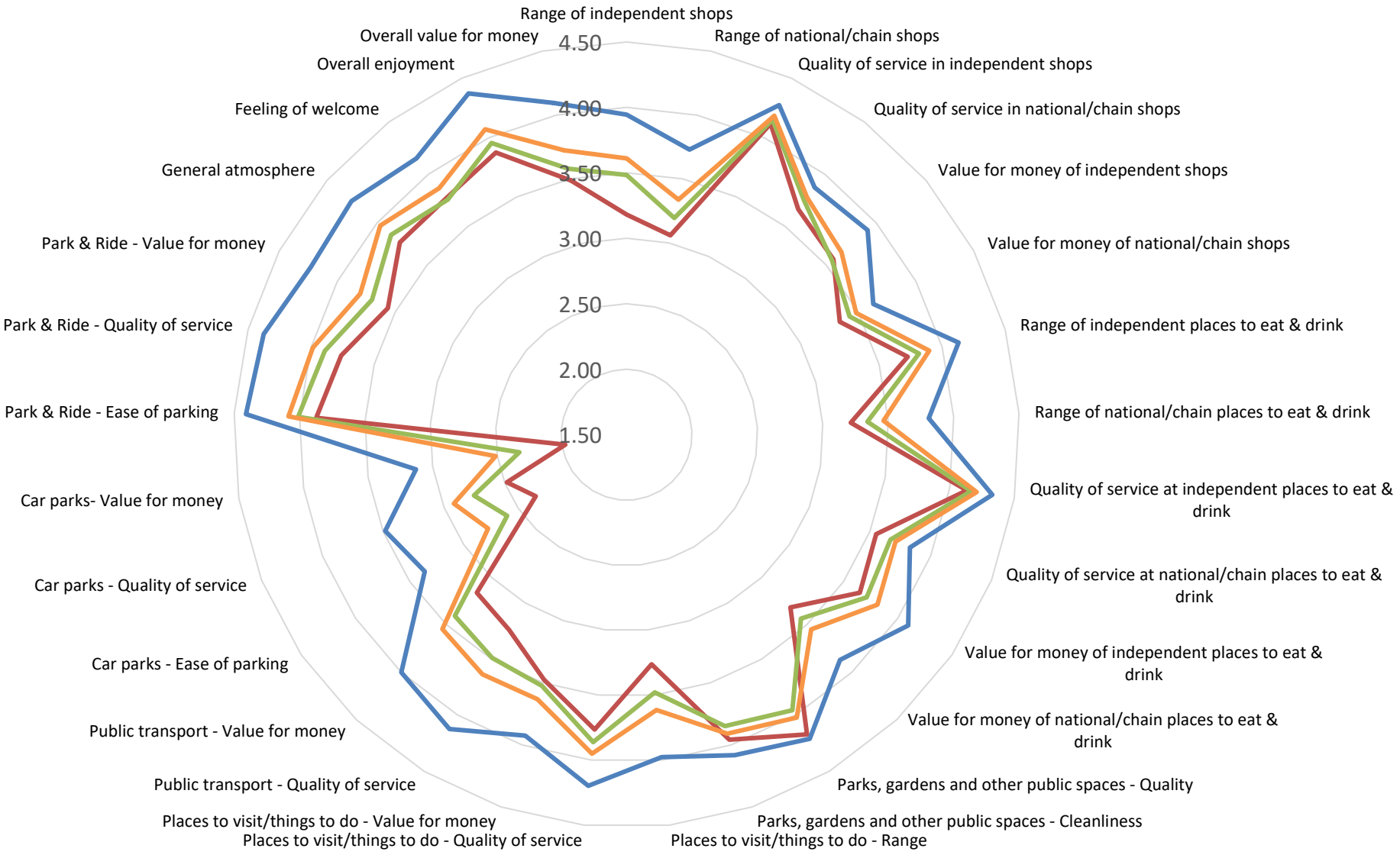
Visitors to Truro consistently reported higher levels of satisfaction than Truro and other Cornish residents across all categories.



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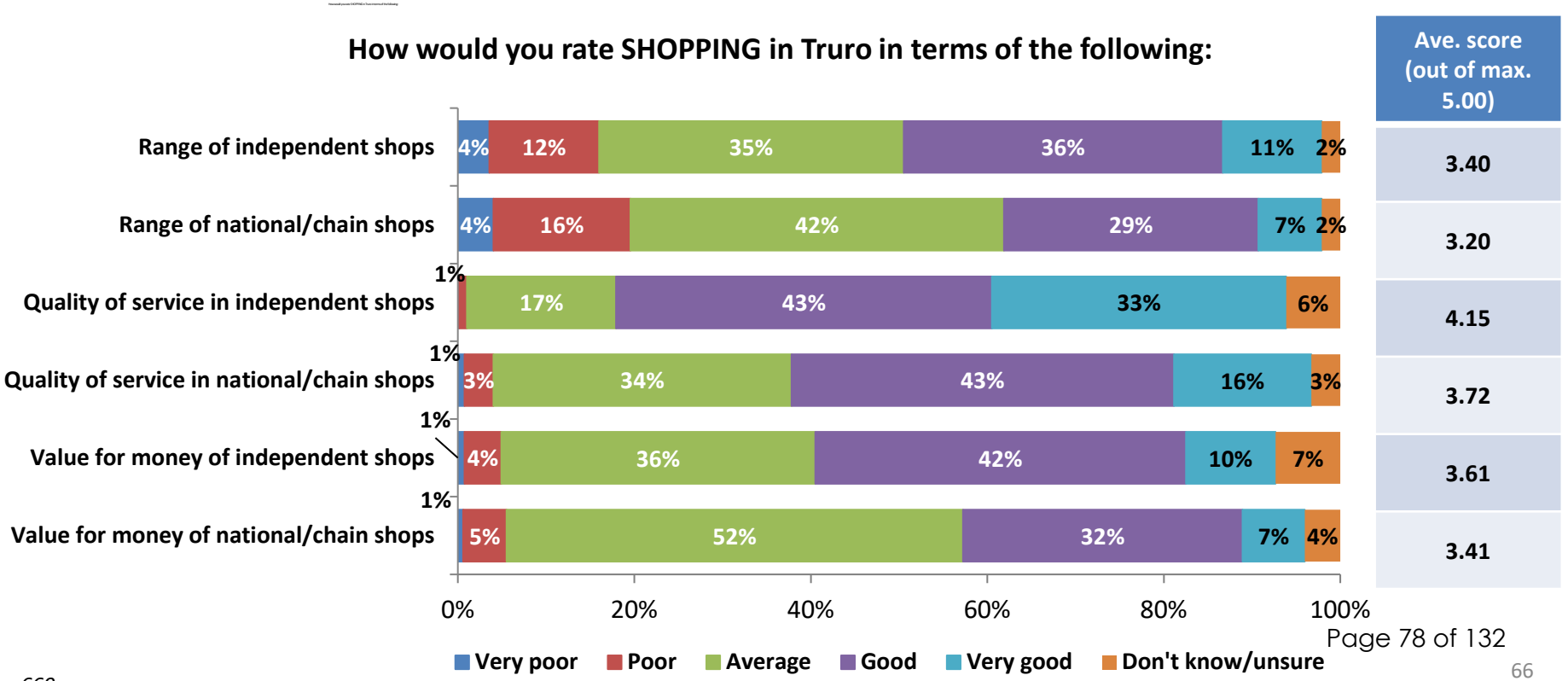
Truro's shopping offer is underpinned by good customer service and a strong independent sector.

Shopping in Truro was generally viewed positively with the cities strongest asset being the quality of service offered by retailers, particularly by independent businesses. The quality of service provided by independent shops achieved the highest satisfaction rating of all six shopping measures (4.15 out of 5.00) with 76% of respondents rating it as good or very good and it was also the second highest score of all 29 indicators explored by the survey. Independent retailers also scored higher than national/chain stores for the range and value for money highlighting their importance in differentiating Truro's retail offering.

The main area of weakness regards shopping in the city related to the range of shops available, especially national and chain retailers, which received the lowest score (3.20 out of 5.00) and while perceptions of shop choice are generally more positive than negative, a notable proportion of respondents feel there could be a wider selection of retailers.



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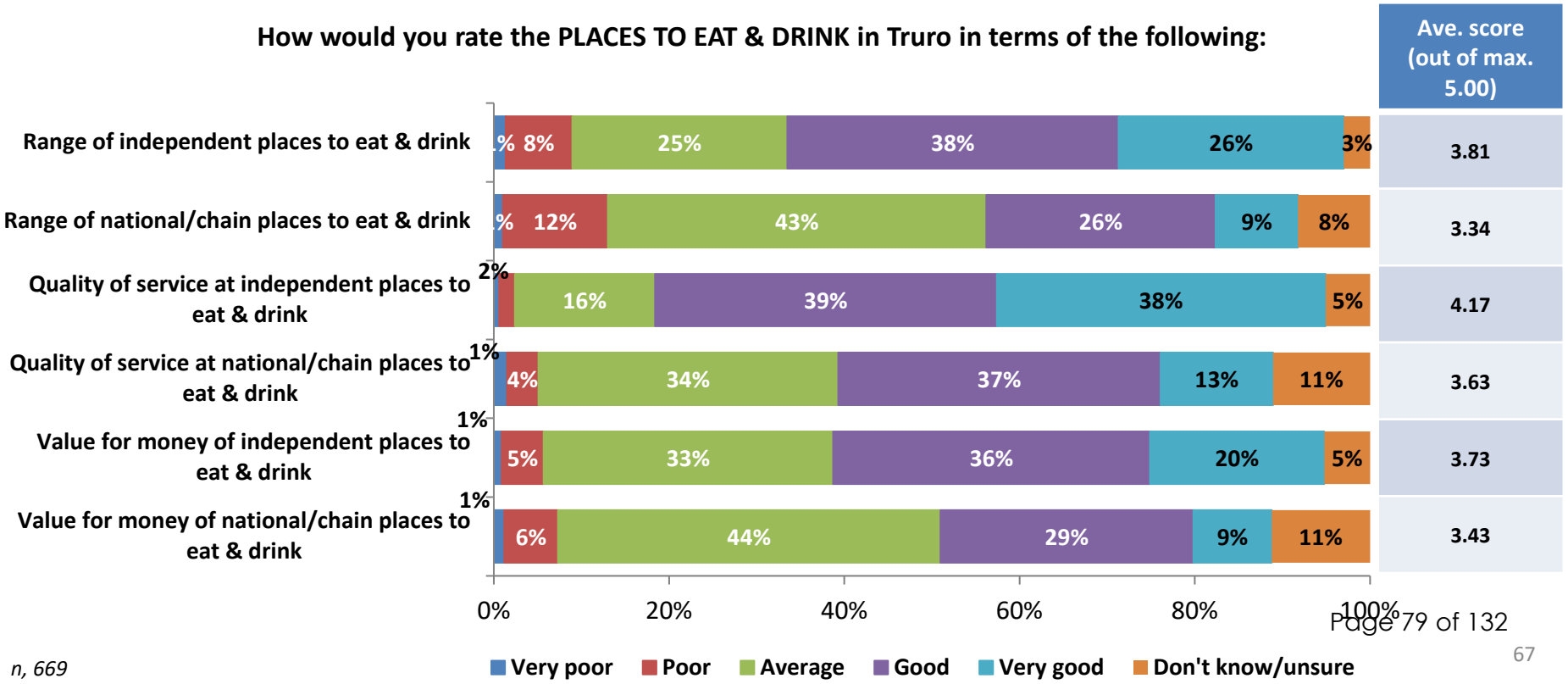
Good levels of satisfaction with Truro's food and drink offer, particularly amongst independent venues.

The survey highlights the strength of Truro's food and drink sector, particularly its independent cafés, restaurants, pubs and eateries. Independent establishments achieved the highest ratings across all the places to eat and drink measures compared to national/chains including quality of service (4.17 out of 5.00), value for money (3.73) and range of venues available (3.81). The quality of service at independent places to eat and drink was the highest rated food and drink indicator and the strongest performing indicator of the entire survey.

While national and chain food and drink businesses were also viewed positively, overall, they consistently received lower ratings than independent operators. The range of national and chain venues achieved the lowest score within the food and drink category (3.34) and, similarly, the value for money and quality of service ratings for national and chain establishments were also below those recorded for independent businesses.



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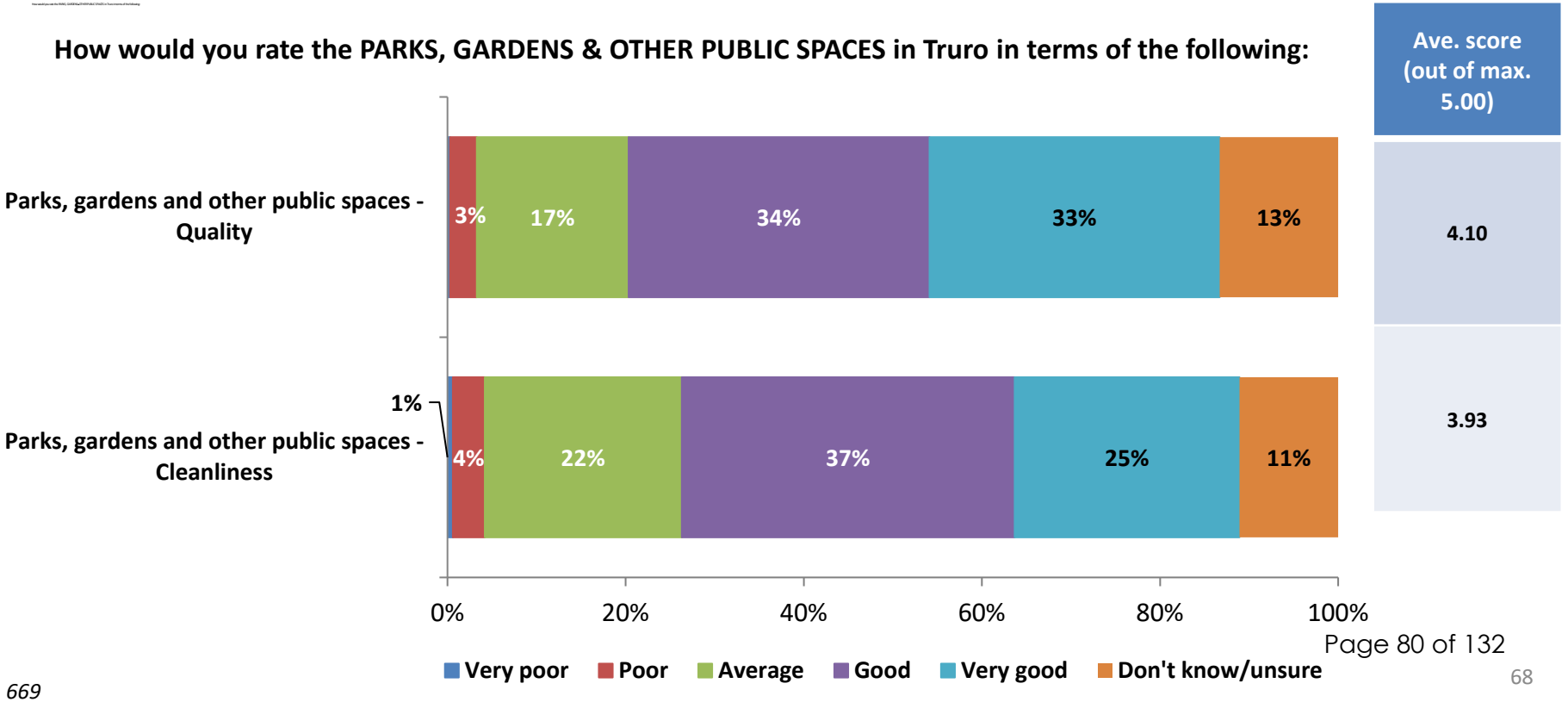
Truro's parks, gardens and public spaces were viewed positively by respondents with quality scoring particularly highly.

Truro's parks, gardens and other public spaces clearly make a positive contribution to the overall leisure experience. The quality of these spaces achieved a high satisfaction score of 4.10 out of 5.00, with two-thirds of respondents (67%) rating them as either good or very good. Only a small minority of respondents expressed dissatisfaction with them (3% poor), suggesting that respondents generally regard the city's public realm as an attractive and well maintained asset.

Cleanliness also received favourable ratings achieving a satisfaction score of 3.93 out of 5.00. 62% of respondents rated cleanliness as good or very good, although the scores were slightly lower than those recorded for quality overall. Overall, the results highlight the importance of the city's public spaces in creating a welcoming environment and enhancing the appeal of Truro as a place to spend leisure time.



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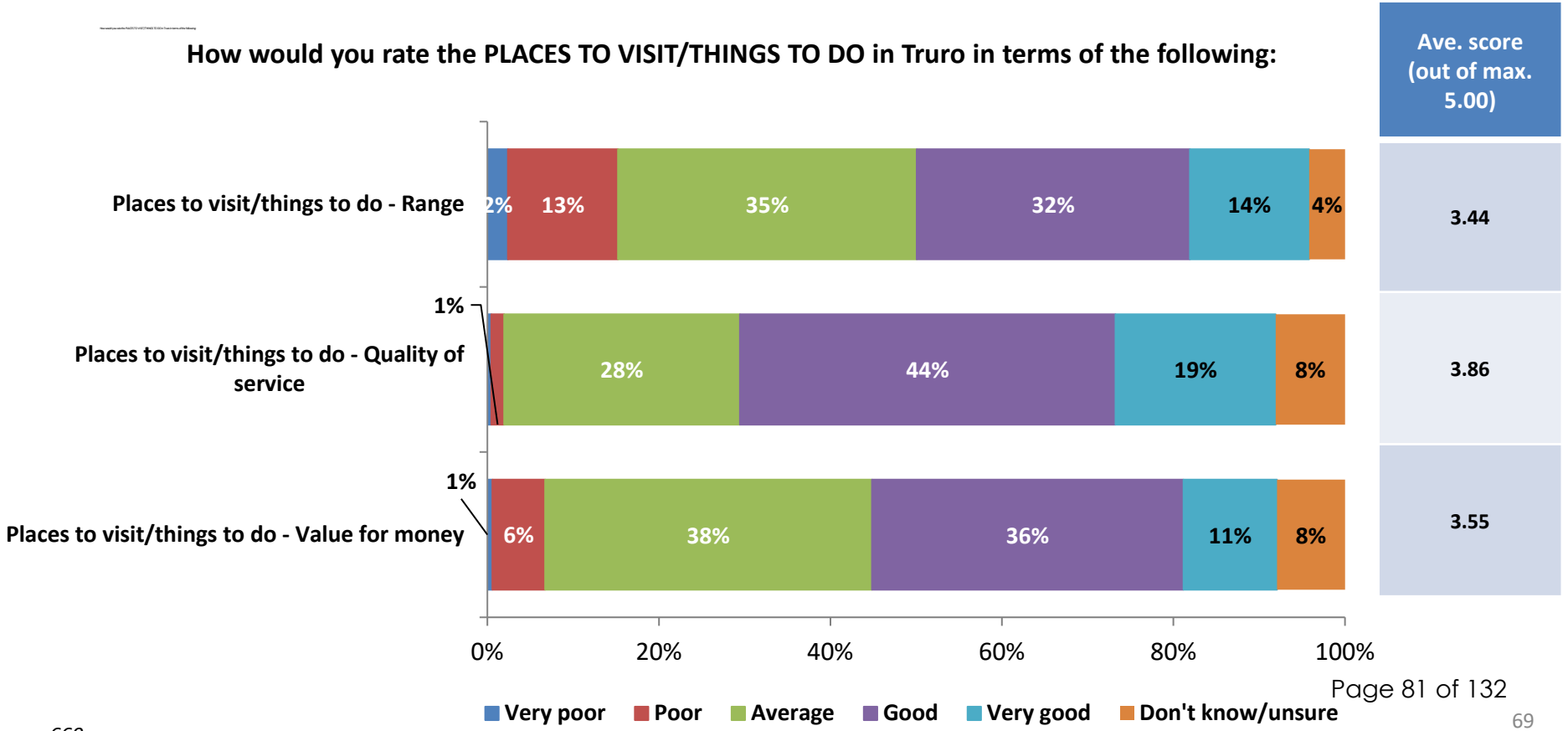
Positive perceptions of Truro's places to visit/things to do.

The survey results demonstrate positive perceptions of Truro's places to visit and things to do, particularly in relation to the quality of service provided which achieved the highest score within this category at 3.86 out of 5.00 with almost two thirds of respondents rating it as good or very good. Value for money also performed relatively well scoring 3.55.

The range of places to visit and things to do received the lowest satisfaction score within this category of 3.44 out of 5.00. 15% of respondents rated the range of places to visit/things to do as poor or very poor suggesting that they would welcome a broader choice of attractions, experiences and activities. Overall, however, the results show that Truro's leisure offering is well regarded, particularly in terms of the quality of service.



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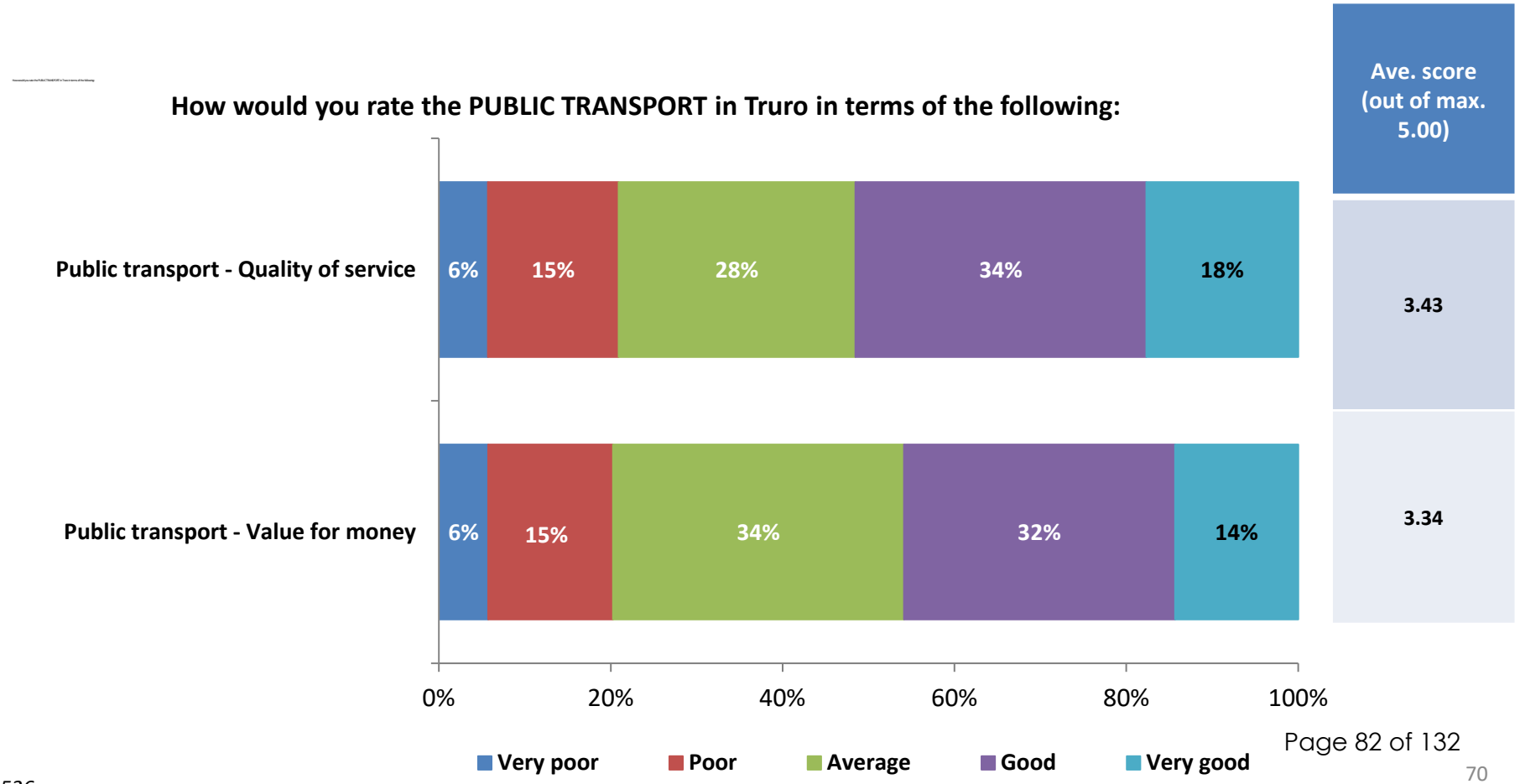
Overall public transport within the city is viewed positively.

52% of respondents who had used public transport in the city rated the quality of service as good or very good compared with 21% who rated it as poor or very poor and resulting in an overall satisfaction score of 3.43 out of 5.00.

Perceptions of value for money of public transport were slightly less positive achieving a score of 3.34 out of 5.00. 46% of respondents rated value for money as good or very good, 21% considered it poor or very poor. Nevertheless, overall satisfaction remains broadly positive.



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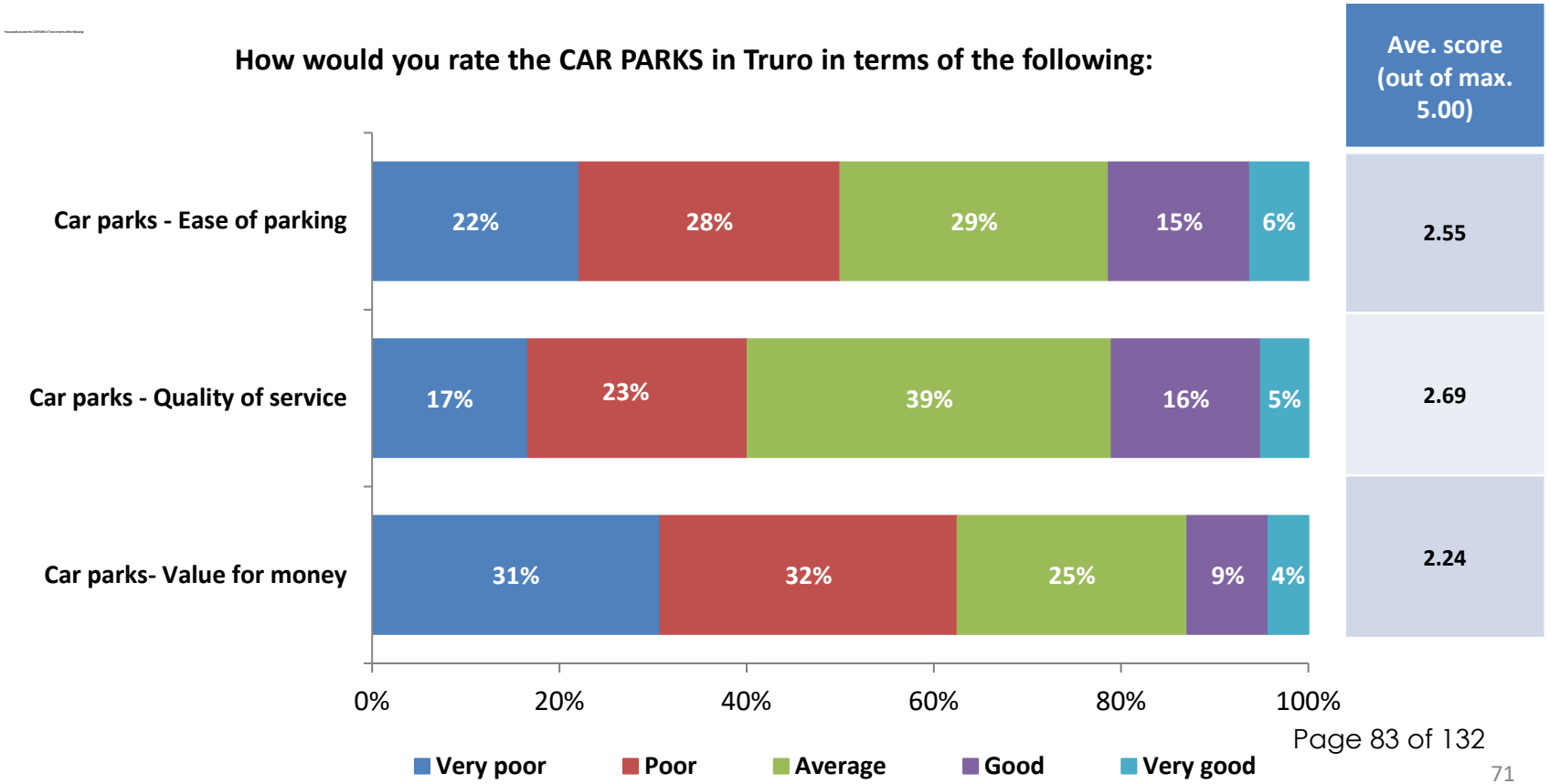
Lowest satisfaction scores for all aspects of parking in the city.

The three parking indicators were the lowest scores across all 29 explored by the survey with value for money receiving the lowest score of all at just 2.24 out of 5.00. Ease of parking (2.55 – second lowest score) and quality of service (2.69 – third lowest score) also scored significantly below most other aspects of the city experience. 63% of respondents who had used a car park in Truro rated parking value for money as poor or very poor while substantial proportions also expressed negative views regarding both the ease of parking (50% poor or very poor) and overall quality of service (40% poor or very poor).

Whilst these scores are disappointing it is generally not unusual for car parking to be viewed the most negatively by residents and visitors within a destination and is likely to remain the lowest rated in terms of satisfaction even with any investment.



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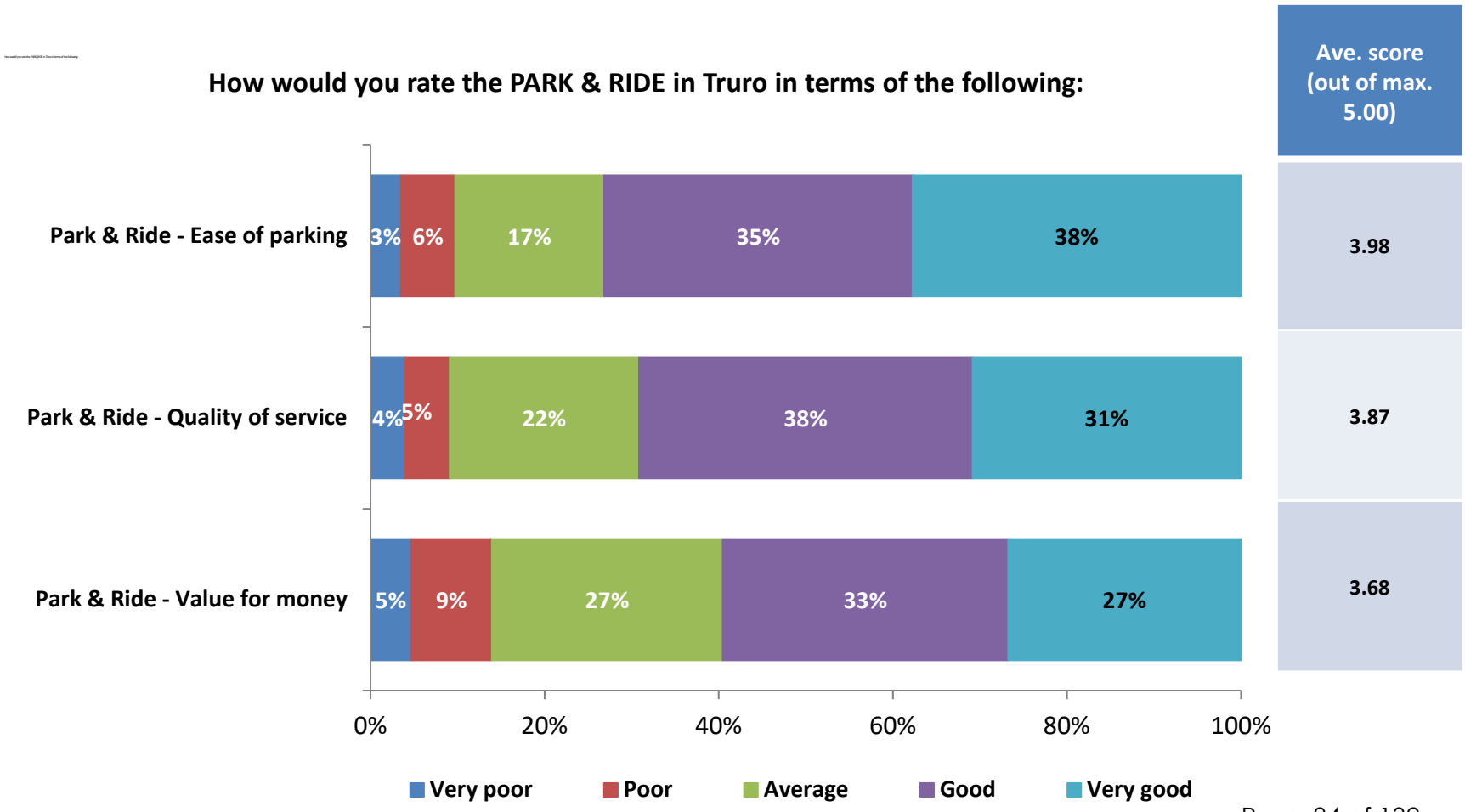
Truro's Park & Ride service is well regarded by users.

Truro's park & ride service was viewed positively by those who had used it achieving some of the highest satisfaction scores recorded across the transport-related indicators. Ease of park and ride parking received an average score of 3.98 out of 5.00, while quality of service scored 3.87 and value for money 3.68. Among park & ride users, positive ratings substantially outweighed negative ratings across all three measures.



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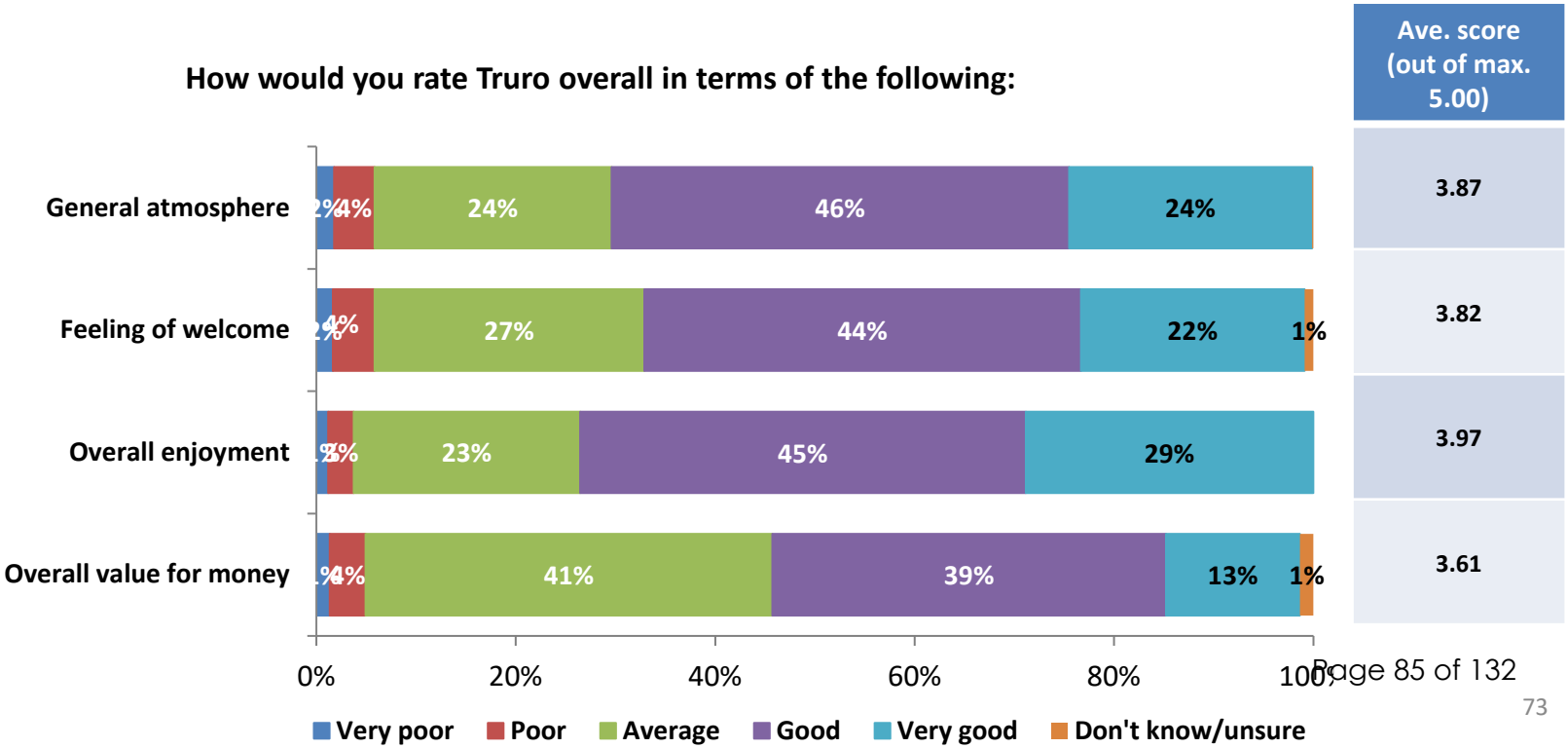
Respondents have a positive overall impression of Truro particularly in terms of enjoyment, atmosphere and the feeling of welcome they received.

Overall, there were good levels of satisfaction amongst respondents with Truro as a leisure destination.

Overall enjoyment achieved the highest score at 3.97 out of 5.00 with almost three quarters of respondents rating their experience as good or very good (74%). The city's general atmosphere also performed well, achieving a score of 3.87, while feeling of welcome scored 3.82. Perceptions of value for money were also positive overall, although slightly lower than ratings for atmosphere and enjoyment. Overall value for money achieved a score of 3.61 out of 5.00.

Overall, the findings suggest that respondents were generally satisfied with their visit to Truro, with positive ratings recorded across all measures but the scores were not exceptional and these results provide a strong baseline for monitoring respondents' perceptions over time to help inform any future investment and development of Truro's leisure offer.



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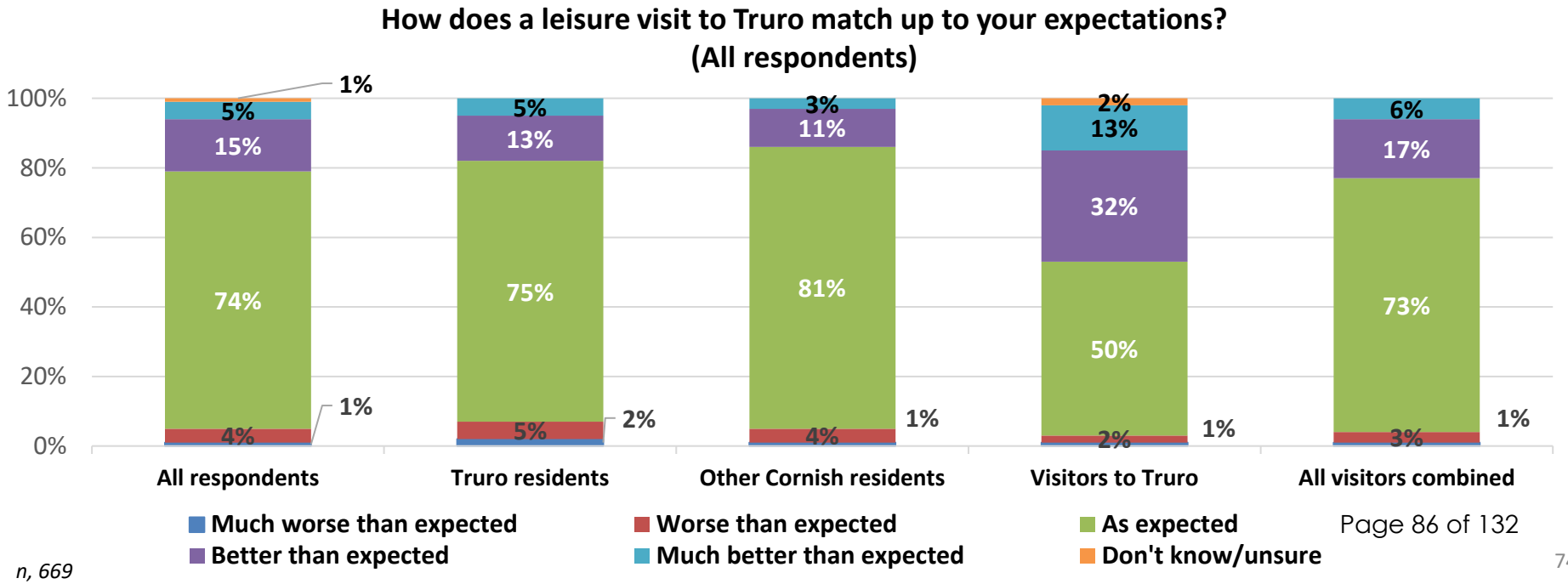
Most respondents felt that their visit to Truro met or exceeded their expectations, with very few reporting a worse-than-expected experience.

Across all respondents, 74% said their leisure visit to Truro was as they expected, while a further 20% reported that their experience was either better than they expected (15%) or much better than they expected (5%). Only 5% felt that their trip was worse or much worse than they had expected it to be.

The findings are particularly positive among visitors to Truro who were the most likely respondent group to say that their experience exceeded their expectations. Almost half (45%) of visitors to Truro reported that their visit was better than they expected (32%) or much better than they expected (13%), compared with just 3% who said it was worse than they had expected it to be. By contrast, Truro residents and other Cornwall residents were more likely to say their experience matched with their expectations, reflecting their greater familiarity with the city perhaps.

Overall, the findings suggest that Truro successfully meets the expectations of the vast majority of those who visit for leisure purposes, while exceeding expectations for one in five respondents.



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Likelihood to Recommend Truro – Recommendation Score.

Recommendation scores are a simple but effective method for measuring customer loyalty invented by Bain consultant Fred Reicheld who discovered that a single question provides the ultimate measure of just how loyal customers are and that this method could then be used to accurately predict future revenue growth.

Recommendation scores are calculated by asking a sample of customers a single question "How likely is it that you would recommend xyz to a friend or colleague?". The respondent is asked to rate on an 11 point scale from '0' (not at all likely) to '10' (extremely likely) depending on how positive they feel about the product/event/location. The proportion of those who think it unlikely they would recommend it (Detractors) subtracted from the proportion that are likely to recommend it (Promoters) produces a single number known as a Recommendation Score.

Based on their response to this question respondents are then divided into three distinct groups:

0-6 score are Detractors *These are customers that have generated sales but are actually bad for the company over the long haul. They are less likely to buy anything/visit the event/location again and more likely to spread bad word of mouth and more costly to serve because of their dissatisfaction.*

7-8 are Passives *These customers are generally more positive about the product/event/location but are significantly less valuable than Promoters. Many companies over estimate their success by assuming relatively high customer satisfaction will lead to future growth. In reality Passives may be satisfied but that may not be enough in the longer term.*

9-10 are Promoters *These customers drive business growth. The company/product/event/location has gone beyond satisfying their needs and truly delights them. As a result they will buy more from this company or visit an event or location again , will recommend it to many others and therefore the company/product/event/location will not need to undertake costly ad campaigns or sales promotions to retain their business.*

The Recommendation Score is created by calculating what percentage of the customer base are Promoters and then subtracting the percentage who are Detractors.

% Promoters - % Detractors = RECOMMENDATION SCORE

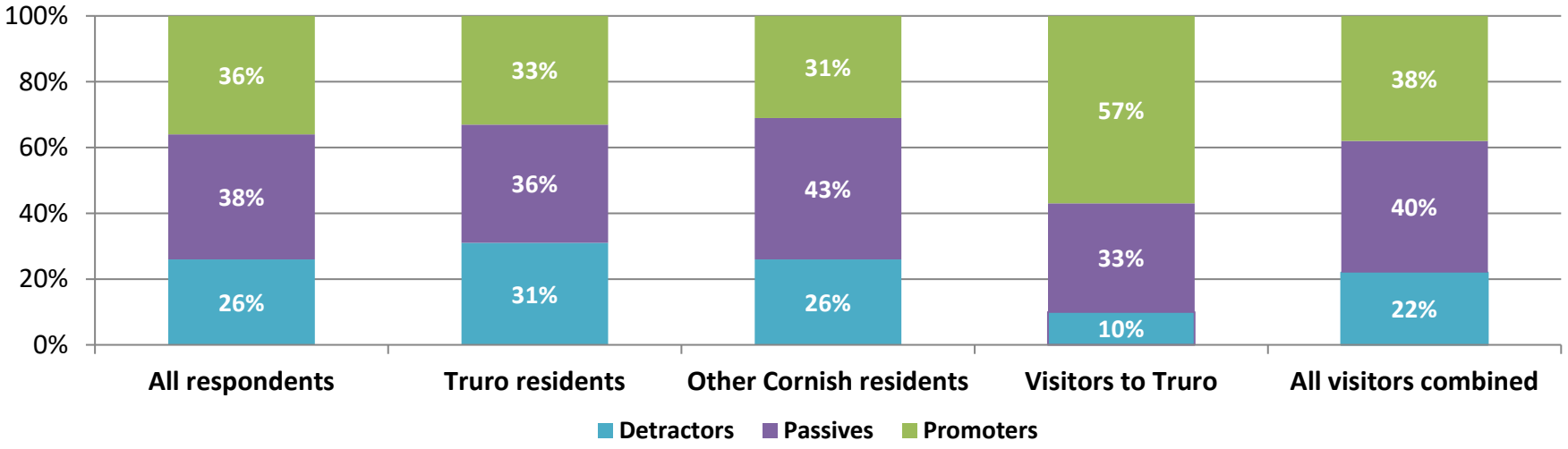
The higher or more positive the Recommendation Score the more satisfied the customer base.

Truro achieved an average recommendation score of +9%.

The survey results reveal average levels of willingness to recommend Truro as a leisure destination. The largest proportion of respondents, 36%, awarded a recommendation score of either 9 or 10 out of 10 and were categorised as 'promoters'. 38% gave a score of 7 or 8 and were categorised as 'passives' and 26% a score of 7 or less categorising them as 'detractors'. This resulted in an average overall net recommendation score of +9% on a metric that can range from -100% to +100%, indicating that positive recommendations outweigh negative sentiment but not by any substantial margin.

The strongest advocacy for the city was recorded among visitors to Truro who achieved a net recommendation score of +48%, significantly higher than any other respondent group. Over half of visitors to Truro (57%) awarded the city a top recommendation score of 9 or 10. By comparison, Truro residents (score of +2%) and other Cornwall residents (score of +5%) were much more moderate in their assessments with the proportion categorised as promoters for each of these respondent groups only just outweighing the proportion categorised as detractors, although recommendation levels nonetheless remained positive overall for both these groups.

On a scale of '0' to '10' where '0' is 'extremely unlikely' and '10' is 'extremely likely', how likely would you be to recommend Truro as a place to visit to your friends and/or family? (All respondents)



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Truro's greatest strengths are its Cathedral and cultural attractions, distinctive historic character, ease of access and diverse mix of shops, markets and places to eat and socialise.

Respondents were asked what THREE thing they liked the most about their leisure visit to Truro. The key strengths of Truro are strongly centred on its cultural attractions, character, accessibility and range of amenities, with a number of themes appearing repeatedly throughout responses.

The most frequently mentioned attractions were the Cathedral and Hall for Cornwall which are widely regarded as Truro's standout assets and major reasons for coming to the city. Alongside these respondents valued the city's markets, particularly the Farmers' Market and Lemon Quay events, as well as the Museum, cinema and other cultural venues that provide entertainment and reasons to return.

Respondents also had a strong appreciation for Truro's historic character and attractive environment. The Cathedral, historic buildings, cobbled streets, architecture, parks, gardens and floral displays contribute to a distinctive sense of place with many describing the city as attractive, welcoming, atmospheric and full of character, creating an enjoyable environment in which to spend their leisure time.

Another significant strength is Truro's compact and accessible layout. Respondents frequently highlighted that the city is easy to navigate, walk around and access by car, public transport and Park and Ride. It's manageable size, pedestrian-friendly centre and central location within make it a convenient destination for shopping, leisure and socialising.

The city's shopping, hospitality and independent business offer is also highly valued. Respondents appreciated the mix of independent shops and national retailers, the variety of cafés, restaurants, markets and food outlets and the opportunity to browse, meet friends and spend time in the city centre. The friendliness of local people and businesses, together with perceptions of cleanliness and safety, further enhance the overall visitor experience.

Parking costs, vacant shops and a lack of evening vibrancy are the strongest factors negatively impacting perceptions of Truro, alongside concerns about cleanliness, anti-social behaviour and accessibility.

Respondents were also asked what THREE things they least liked about their leisure visit to the city or what they felt could be improved. The dislikes were overwhelmingly concentrated around a small number of recurring themes, with parking by far the most frequently mentioned issue.

The dominant concern is the cost, availability and convenience of parking. Respondents repeatedly described parking as expensive, insufficient and difficult to find, with many calling for lower charges, more spaces, improved disabled parking and the return of free or reduced-price evening parking. Concerns about the Park and Ride also feature prominently, particularly around limited evening and Sunday services and accessibility.

A second major theme was the perception of a declining retail offer and increasing vacancy rates. Many respondents expressed concern about empty shops, boarded-up premises and a loss of variety in the city centre. There were frequent calls for more independent retailers, larger national brands, a department store, better clothing shops and a wider range of restaurants and many felt that Truro no longer offers a strong enough retail experience to compete with online shopping or other towns/cities.

The third key issue was the city's lack of vibrancy, particularly outside normal shopping hours. Respondents often described Truro as quiet or "dead" in the evenings, citing a lack of nightlife, evening activities, family attractions and entertainment. There were repeated calls for more cultural events, leisure facilities, children's activities, live music and a stronger evening economy.

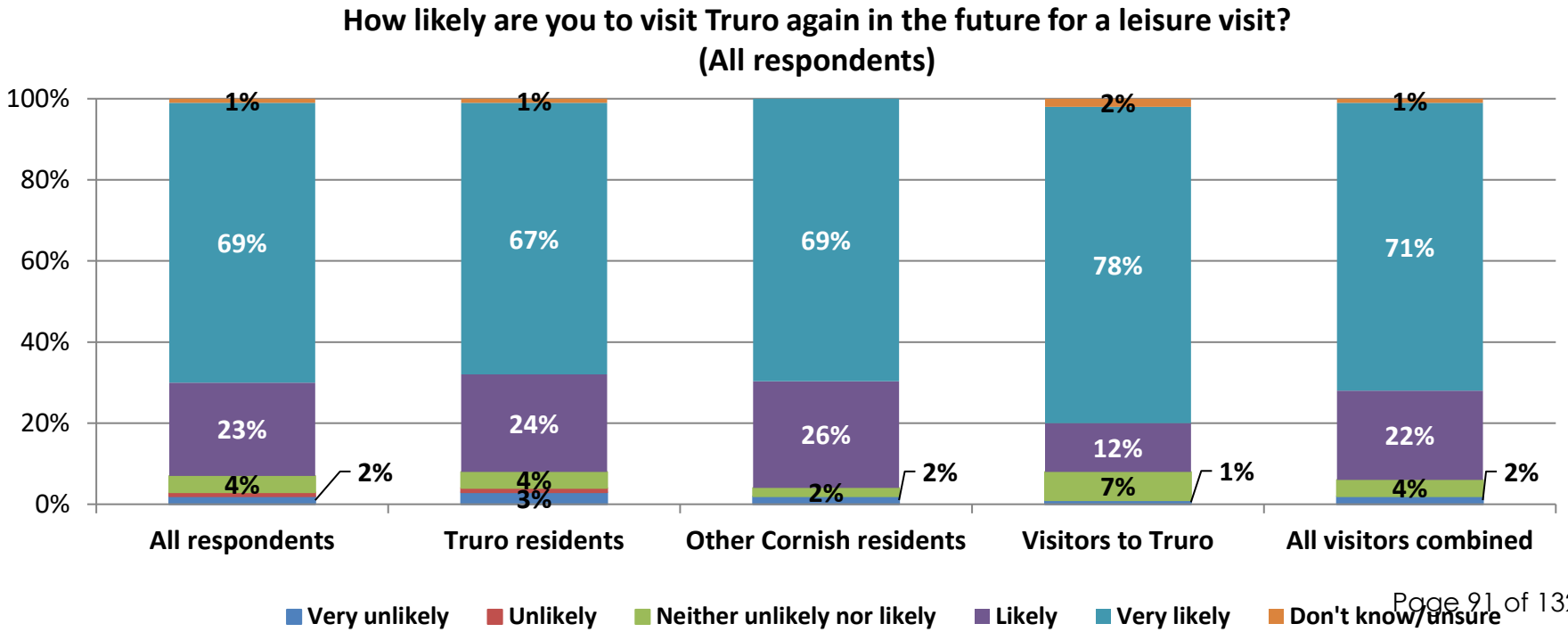
Concerns around the appearance, cleanliness and maintenance of the city also featured strongly. Respondents mentioned litter, graffiti, rundown buildings, roadworks, poor public toilets, empty premises and areas that felt neglected. Many felt parts of Truro look tired and are in need of investment and regeneration.

More than nine in ten respondents are likely to revisit Truro again for leisure purposes.

The survey findings demonstrate very high levels of intention to revisit Truro for leisure purposes in the future with 92% of all respondents stating that they were either likely (23%) or very likely (69%) to make another leisure visit to the city.

High levels of likelihood to revisit Truro in the future for a leisure visit were consistent across all respondent groups including 91% of Truro residents, 95% of other Cornish residents and 90% of visitors to Cornwall.

Only 2% of all respondents (20 respondents) indicated that they were unlikely or very unlikely to revisit for leisure purposes. All but one of these respondents were residents of Cornwall with the most common reason given being the perceived high cost and difficulty of parking, whilst some felt that Truro's retail and leisure offer had declined and others were concerned about the atmosphere and vibrancy of the city, particularly in the evenings.



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Truro Online Visitor Survey 2026

The South West Research Company Ltd

www.tswrc.co.uk

VISIT TRURO

The South West Research Company

TRURO CITY COUNCIL

TRURO CITY COUNCIL

Report to:	**Finance & General Purposes Committee**	
Date:	**09/11/2026**	
Title:	**Request for parish support for the Elliott Exhibition Foundation**	
Authors, Roles and Contact Details:	**William Thorpe-Stanley** **Committee Clerk**	
Approval and clearance obtained from chair of committee:		**Y / N**
Urgency Procedure(s) used? If yes include rationale.		**N**

Recommendation to Council:

1. To resolve to allocate £800 in the budget for 2027-28 as a contribution to the Elliott Exhibition Foundation (through the budgeting process).

1 Executive Summary

1.1 The Elliott Exhibition Foundation (EEF) is a charity that has provided financial assistance to young people preparing to begin university since 1910. At its AGM it agreed to request donations from each of the constituent parishes to continue this work.

2 Purpose of Report and key information

2.1 The EEF is currently supported administratively by Truro City Council, recently access has been secured to the bank account and investment account of the charity following a period of dormancy that began when Cornwall County Council no longer provided support to it.

2.2 The governors of the EEF come from representatives of a handful of parishes as set out in the constitution and continues, as traditioned, to be chaired by the Lord Lieutenant of Cornwall. These parishes were bought together by the bequeathment of funds for this purpose by the Reverend Elliott who born in Liskeard served as vicar/rector in Lostwithiel, Ladock, and Truro during his career.

2.3 Thirteen grants were made in 2026 to fund books and other educational supplies.

2.4 A letter sent 19th October from the Lord Lieutenant of Cornwall on behalf of the Governors was received requesting contribution of funds from each of the participant parishes to continue the work of the charity. The ask of Truro City Council is £800.

3 Benefits for Customers/Residents

3.1 Enabling the continued work of the charity will directly support young people in the parish.

4 Financial Implications of the proposed course of action/decision

4.1 The council would need to resolve to allocate £800 to its 2027-28 budget.

5 Risk Implications of the proposed course of action/decision

5.1 There is a minor risk any funds distributed will not be in the same ratio as contributed by the parishes therefore Truro City Council may be providing

assistance to young people outside of the parish. This is dependent on the number of successful applications received from each parish.

6 Options available

6.1 **Option 1 – Contribute the full £800.** This is the recommended as the risks are acceptable, there is proof of the charities ability to deliver, and the cost to the council is negligible to maintain an historic charities work. This contributes to the strategy objectives 1A Our Communities and 4E Our Economy.

6.2 **Option 2 – Contribute an alternative amount.** This could be considered however the amounts requested are fair based on the proportions of population in each parish.

6.3 **Option 3 – Do not contribute.** This option would provide no benefit or real cost saving to the council.

7 Supporting Information (Appendices)

7.1 Letter to Truro City Council

8 Approval and clearance

All reports:

Final report sign offs	**This report has been cleared by (or mark not required if appropriate)**	**Date**
Town Clerk (Required for **all** reports)		
Deputy Town Clerk (Finance and HR) (Required for **all** reports)	Esther Greig	3.11.26

Elliott Exhibition Foundation
c/o Truro City Council
Truro Community Library
Union Place, Truro, TR1 1EP
info@truro.gov.uk
01872 274766

19th October 2026

David Rodda, Clerk of Truro City Council and Esther Greig, Deputy Town Clerk
Municipal Buildings,
Boscawen Street,
Truro,
TR1 2NE

Dear David

Request for Parish Support for the Elliott Exhibition Foundation

I am writing on behalf of the Governors of the Elliott Exhibition Foundation to ask your Parish Council to consider a donation in its forthcoming budget.

The Elliott Exhibition Foundation is a charity which provides financial assistance to young people preparing to begin university or undertake an apprenticeship from the parishes of Ladock, Liskeard, Lostwithiel and Truro. The grants help the students purchase books, tools or resources for their study.

At the Annual General Meeting on 30 July 2026, the Governors resolved to write to the parishes and agreed to suggest the following donations:

Ladock Parish Council - £200
Liskeard Town Council - £400
Lostwithiel Town Council - £200
Truro City Council - £800

The Foundation has recently been reconvened and we have just made 13 grants to students, from all of these parishes, who are off to various training institutions. Your donation will ensure the continuation of the charity's ability to continue to support students. The Governors would therefore be most grateful if your council would make provision for at least the suggested sum in its budget for 2027/2028.

Once your council has approved the donation, please contact Esther Greig at Truro City Council, the current clerk to the charity, for the Foundation's bank details.

If your council would like more information about the Elliott Exhibition Foundation, please speak to your representative Governor, or contact Truro City Council at the above address.

Thank you for considering this request. Young people in your parish will most grateful.

Yours sincerely,

Edward Bolitho

Colonel Sir Edward Bolitho KCVO OBE
Lord Lieutenant of Cornwall
on behalf of the Governors of the Elliott Exhibition Foundation

Truro City Council Events

Service Delivery Plan

Financial year 2027 to 2028 | Draft for budget setting October 2026

This plan sets out the core Events service, the proposed programme and the resources required for 2027–28. In addition, celebrations of Truro's 150th anniversary of becoming a city will deliver additional activity, please see Appendix 1 for more information. Staff capacity must be considered during the planning period for the core calendar and the additional 150 activity.

1. Core Events service

Core function	Minimum requirement
Council event delivery	Plan and deliver the retained community and civic programme within agreed budgets and capacity, using council-agreed Standard Operating Procedures.
Event safety and security	Maintain event management plans, risk assessments, emergency arrangements and proportionate protective security.
Traffic and site coordination	Arrange permissions, road closures, site layouts, accessibility, emergency access and contractor delivery.
Partnerships and organiser support	Coordinate with Visit Truro, Truro BID, Parks, civic colleagues, venues and community organisers; define support before committing staff or funds.
Stakeholder relationships	Maintain priority relationships, providing updates on event calendars and projects
Public information	Supply confirmed event details and access information to Visit Truro; coordinate operational and civic notices through Council channels.
Service management	Manage budgets, service-specific software, staff cover and post-event reviews.
Lemon Quay	Manage bookings for Lemon Quay event space, engage with users, and provide support for safe delivery, within capacity.

The Events Officer leads the operational delivery of Council-led events. Visit Truro leads on destination marketing and visitor-facing content. The two departments must work alongside each other to comprehensively deliver the requirements of each workload.

2. Priorities and delivery decisions

The priority is to deliver a properly resourced core programme alongside any additional activity associated with Truro 150. This supports the Council Strategy objectives 1b on inclusive activities and community cohesion, and 4b on footfall, commerce and city vitality.

Retained commitments

Commitment	Required delivery	Timing
Easter Trail and Entertainment	Deliver the trail and agreed entertainment, including Boscawen Park where feasible. Additional Truro 150 elements TBC.	Fri 26th March – Fri 9th April 2027
Mayor Making	Work with the Mayor's Secretary to deliver annual service	10th May 2027
Bandstand Concerts	Book performers and coordinate accessible park delivery.	Sunday 2nd May – Sunday 27th Sept 2027
Our Great Little Kids Club and Denzel Trail	Retain the existing club and trail allocation. Additional Truro 150 elements TBC.	Monday 2nd – Friday 27th August 2027
Remembrance Sunday Parade	Coordinate civic delivery, route and public safety.	Sunday 14th November 2027
New Year's Eve Fireworks	Confirm supplier, permissions, security and funding before committing delivery. Additional Truro 150 elements TBC.	Friday 31st December 2027
Christmas Trail	Confirm location, scope, partners and staffing before delivery.	Nov 2027 – Jan 2028
St Piran's Day parade	Plan route, participants, permissions and safety arrangements.	5th March 2028

3. Work Programme 2027/28

Preparation begins in the current financial year. The following outputs should be completed alongside the remaining 2026–27 commitments, with capacity and funding agreed before new work is commissioned.

Period	Live delivery	Planning and production	Key output
April to June	Easter, Bandstand Concerts, and agreed spring activity	Prepare Kids Club, anniversary weekend and civic event; assess staffing; brief Visit Truro; secure permissions and contractors. 150 Planning/delivery	Summer plans with costs and safety arrangements agreed

Period	Live delivery	Planning and production	Key output
July to September	Bandstand, Kids Club and Denzel Trail; approved Truro 150 activity	Deliver anniversary weekend and military/civic event; coordinate contractors and staff; prepare Remembrance and New Year's Eve.	Summer delivery, anniversary reviews and autumn plans
October to December	Remembrance Sunday; Christmas Trail; New Year's Eve Fireworks subject to readiness; approved anniversary activity	Complete security checks and table-top exercises; capture project results; prepare next year's budget.	Civic delivery, winter readiness and Truro 150 close-out
January to March 2028	St Piran's Day parade and core organiser support	Review events, assets and staffing; plan Easter and summer 2028; refresh safety procedures and subscriptions.	Annual review and 2028–29 service plan implementation

3.1 Working with Visit Truro

Provide an agreed event information schedule covering dates, locations, programme, access arrangements and changes. Events retains responsibility for operational accuracy; Visit Truro uses confirmed information for listings and destination activity. Shared Truro 150 commissions must have one budget owner and a clear charging arrangement. Event dates should be shared before the end of December 2026, to allow for January 2027 promotion for the year ahead.

4. Delivery measurement and review

Use proportionate reporting to show whether the programme is affordable, safe and useful to residents and the city. Establish attendance baselines and achievable targets before delivery; avoid treating estimated footfall as a precise count.

Area	Measures	Review rhythm
Programme delivery	Events delivered against approved scope; cancellations or changes and reasons.	Wash-up meeting within 2 weeks of event
Finance	Actual and committed spending against each allocation	Review after each event, quarterly updates

Area	Measures	Review rhythm
Safety and accessibility	Plans and briefings completed; incidents and near misses; access feedback and corrective actions.	Before and after each event
Participation and partnerships	Attendance estimates with method stated; participant, organiser and partner feedback. Event surveys – Christmas Market, Truro Food Festival, Our Great Little Kids Club, and Easter Trail.	During and post - event
Truro 150	Milestones, separate expenditure, sponsorship, participation and agreed legacy outputs.	Working Group updates and project close
Equipment and capacity	Asset use and condition; contractor costs; staff hours, overtime and cover gaps.	After major events and annually

5. Resources budget and decisions

Event Allocation	2026–27 base	2027–28 proposal	Reason for increase
St Piran's Day parade	£2,500.00	£3,000.00	Increased supplier costs
Easter Trail and Entertainment	£1,500.00	£1,500.00	Additions for 150 will be covered by relevant budget
Bandstand Concerts	£3,525.00	£3,525.00	Additions for 150 will be covered by relevant budget
Our Great Little Kids Club and Denzel Trail	£2,500.00	£2,500.00	Additions for 150 will be covered by relevant budget
Remembrance Sunday Parade	£1,000.00	£1,500.00	To cover increased safety measures
New Year's Eve Fireworks	£4,500.00	£7,000	To cover full display and safety measures – sponsorship to offset if gained

Event Allocation	2026–27 base	2027–28 proposal	Reason for increase
Christmas Trail	£5,000.00	£5,000	N/A
Total	**£20,525**	**£24,025**	

5.1 Other recurring core allocations

Other Allocations	2027–28 proposal	Basis
Christmas Tree	£525.00	Increased from £500
Miscellaneous	£400.00	Increased from £350 to allow for contingency
Local Authority Event Organiser Group	£160.00	Subscription fee
Purple Guide subscription	£50.00	Subscription fee
Additional security preparation and delivery	£5,000.00	Provisional new annual allowance; see next page.
Total	**£31,635.00**	

Protective security and hostile vehicle mitigation

As at October 2026, the SIA expects Martyn's Law to take effect in spring 2027; the exact commencement date remains to be confirmed. We will assess each event against the statutory criteria, including simultaneous attendance, entry checks and exclusions. Not all/any events within the agreed calendar will apply, but the basis can be used for improved 'gold-standard' planning. We will be undertaking proportionate security planning for every Council-led event, including those outside the Act's scope. Covering emergency response, communications, crowd movement and vehicle access.

5.2 Provisional security and equipment provision

The figures below are proposed planning allowances, not supplier quotations or approved commitments. They need testing against the programme and existing operational provision. A £7,500 HVM allowance may not purchase a completely suitable system but will allow us to start integrating a higher standard of security measures.

Security Provision	Allowance	Proposed use
Security assessment and advice	£1,000	Site and programme assessment; use available police advice and free guidance first. Option – One.Plan software for event planning would allow staff to create digital site plans which are more favorable to Safety Advisory Groups.
Training and exercises	£750	Relevant staff training and event-specific briefings or exercises.
Specialist security and HVM hire or deployment	£3,250	Supplement existing event provision where assessment identifies a gap.
Additional security subtotal	£3,000	To free up time from Parks department where staffing is not available
Road-closure materials purchase	£2,500	Provisional provision for suitable signs, cones, pedestrian barriers and associated materials.
HVM equipment purchase provision	£7,500	Provisional contribution towards an assessed, suitable vehicle security system.
Total	**£17,000**	

5.3 Staffing and delivery capacity

The report submitted to Full Council in February 2026 describes one Events Officer, supported to varying degrees by Visit Truro, Communications and Parks. Confirm that staffing position and available cover for 2027–28. The Events Officer is currently operating at maximum capacity and cannot develop the calendar without the appropriate support.

The previous plan proposed an additional 1 FTE Events Assistant, and that is still relevant for 27/28 financial year. Officer time is needed for programme planning, admin duties and low-level assistance, to allow the Events Officer to increase capacity for strategic development.

This plan has been formed around 1 FTE Events Officer, without the extra security provision. Extra budget for security measures and mapping software should only be agreed if extra capacity is confirmed.

5.4 Budget summary for council consideration

Budget block	2027–28 proposal	Status
Recurring Events core	£24,025	Retained events with 150 uplift, operations, subscriptions and provisional annual security allowance.

Budget block	2027–28 proposal	Status
Security Provision	£17,000.00	Provisional; subject to assessment, quotes and procurement approval.
Other recurring core allocations	£31,635.00	Ring-fenced project allocation; reconcile current-year spend and carry-forward (TBC).
Combined provision for consideration	£72,660.00	Core and equipment plus separate anniversary allocation; not the full service cost.

Appendix 1

The £50,000 allocation for Truro 150 will be managed through a separate project budget with input from the working group. Some of this allocation will be vired to the events budget to deliver additional activity over and above the core programme. As the detail of this has yet to be firmed up it has not been included in this service plan. However, an outline of activity under discussion is outlined below but it is important to identify that extra resource will be required to deliver this activity as the Events Officer is fully deployed delivering the core programme.

(Work in progress – to be confirmed)

Event	Where	Responsible	Delivery
Pydar Hoarding Project	Treveth hoardings – Pydar Street	Treveth / Cornwall Museum and Art Gallery	Feb 2027
Mayor's Gala Concert	Truro School	TCC Mayor & HFC Music Hub	Spring 2027
150 Anniversary Weekend: Proclamation Themed bandstand concert	Lemon Quay / High Cross / city pitches Cathedral / Victoria Gardens	Truro City Council	Saturday 28th / Sunday 29th August
Observation wheel	Lemon Quay	Truro City Council	Summer 2027
Freedom of the City Parade	City centre	Truro City Council / HMS Tamar	TBC
Truro 150 Drone Show	Lemon Quay / Truro School	Truro City Council	Friday 5th November

Truro City Council

Communications Service Delivery Plan

Financial year 2027 to 2028 | Working draft October 2026

This plan defines the minimum Council communications service, the fixed annual commitments and the work that can only proceed when sufficient information, approval, time and capacity are available.

What Council communications means

Council communications is how Truro City Council explains its decisions, services, responsibilities and activity to residents, businesses, councillors, staff, partners and the media. It should help people understand what the Council is doing, what has changed, what action they may need to take and where responsibility sits.

Good Council communication is accurate, timely, accessible and proportionate. It is not simply writing or publishing a post: it depends on confirmed facts, a clear owner, appropriate approval and suitable supporting material. Each item should use the format and channel that best match its purpose, audience and level of importance.

Scope Corporate, civic, democratic, service, resident, staff and Council-event communications. Visit Truro destination marketing is covered through a separate service delivery and destination marketing plan.

Planning period The main plan covers 1 April 2027 to 31 March 2028, with immediate mobilisation from October 2026 so the annual calendar, Truro 150 and spring events can be prepared in time.

Current position This service draws on the same approximately 1.5-person team as Visit Truro. The delivery model, approval routes, budget and support following the October 2026 staffing change need to be confirmed.

1 Core Council communications service

The functions below form the minimum year-round service and should be prioritised before additional campaigns or special projects are agreed.

Core function	Minimum requirement
Statutory publication and transparency duties	Truro City Council will ensure that its communications activity supports all statutory publication and transparency duties, including those arising under the Local Government Act 1972, the Freedom of Information Act 2000, the Openness of Local Government Bodies Regulations 2014, the Local Audit and Accountability Act 2014, the Accounts and Audit Regulations 2015, and the Local Government (Transparency Requirements) (England) Regulations 2015. This includes the timely publication of meeting notices, agendas, reports, approved minutes, annual governance and accounting documents, transparency returns, and any other information the Council is required to publish or make available for inspection. The Council's publication scheme and website will be maintained so that residents can access current statutory information easily, and any confidential or exempt material will be handled in accordance with legal requirements and the Council's standing orders. This supports openness, accountability and public confidence in Council decision-making.
Planning and coordination	Maintain a forward communications calendar, agree priorities, manage briefs and coordinate publication dates across Council services and events.
Information and fact checking	Gather confirmed facts, identify the responsible officer, check dates and responsibilities, secure approvals and obtain appropriate assets before publication.
Council social media	Plan, write, schedule and monitor Facebook content according to Council news and resident need; support LinkedIn where it is HR or project-led.
Council website	Maintain authoritative service, project, meeting, event, news and resident-information pages and archive time-sensitive information appropriately.
Press releases and statements	Prepare proactive media releases and authorised official statements, including civic, service, project, topical and sensitive communications.
Urgent and reactive communications	Respond to closures, disruption, severe weather, cancellations, contentious issues, Truro city council event emergencies and reputational risk using verified facts and an agreed approval route.
Council event communications	Plan information, artwork, press and social content for the agreed Council events programme, including access, travel, disruption and changes.
Planned publications	Produce the quarterly residents newsletter, monthly staff newsletter and six Community Together columns each year, subject to timely contributions.
Civic and special projects	Support Mayor Making, councillor information, democratic updates, Boscawen Park Pavilion, Truro 150 and other agreed Council priorities.
Monitoring and administration	Monitor the communications inbox and relevant comments, maintain records, coordinate partner messages and track delivery and recurring information gaps.

2 Choosing the right communications format

A press release, an official statement and a social media post serve different purposes. They may support one another, but they are not interchangeable.

Format	Purpose	Use when	Minimum requirement
Press release	Proactively provide a complete, newsworthy story to journalists and other publishers.	Announcing a decision, project, launch, milestone, event or Council initiative where media coverage is sought.	Confirmed facts, context, an approved quote, suitable image, media contact and sufficient lead time. It may be adapted for the website and social media.
Official statement	Set out the Council's authorised position or response clearly and on the record.	Responding to a developing, sensitive, contentious or urgent issue, including enquiries from journalists.	Verified facts, careful wording, clarity about responsibility and approval from the Town Clerk or authorised officer. Avoid speculation.
Social media post	Communicate directly and quickly with residents and followers in a concise, accessible format.	Sharing routine updates, reminders, event information, calls to action, service changes and links to fuller information.	Clear purpose, accurate copy, suitable image or link, accessible formatting and arrangements for monitoring. A post does not replace a formal statement or full release when either is needed.

Information and approval come first

The time needed to produce communications begins before drafting. Delays most often arise while information is gathered, facts and responsibilities are checked, images or artwork are sourced and wording is approved. A short request can therefore take several days when the brief is incomplete or changes repeatedly.

- Every request should have a named owner, clear purpose, target audience and publication deadline.
- Facts, quotes, dates, links, access information and assets should be supplied together wherever possible.
- Sensitive, politically significant, civic or formal Council positions require the appropriate approval before publication.
- Urgency does not remove the need for verification; holding wording may be used while fuller information is confirmed.

3 Priorities and delivery decisions

Everyday Council communications continue throughout the year and must be allowed for alongside events and special projects. Truro 150 is a major additional commitment, but routine service, civic, democratic and resident information must remain reliable.

Fixed commitments

Commitment	Required delivery	Timing
Everyday Council communications	Website, social media, press, statements, enquiries, service information and routine civic or democratic updates. Including updating posters, flyers, and general literature.	Year round
Residents newsletter	Balanced update covering Council decisions, services, projects and opportunities.	Quarterly
Staff newsletter	Collate and publish agreed internal updates.	Monthly
Community Together	Council column with agreed content and imagery.	Six issues each year
Council events programme	Planned campaign, practical information, artwork and live changes for confirmed Council events. In addition emergency communication plan.	According to the annual calendar
Truro 150 Council communications	Council anniversary page, approved messages, resident, community and school participation, sponsorship communications, media relations and practical programme information through a separate detailed plan.	October 2026 to December 2027
Special projects	Communications for Boscawen Park Pavilion and other formally approved projects.	As agreed and resourced

Conditional or reduced activity

Activity	Decision rule
New campaigns and special projects	Require a clear owner, brief, approval route, lead time and capacity decision before work begins.
Bespoke artwork and extensive revisions	Commission or schedule only when the purpose, content and approval process are settled.
Partner and community promotion	Prioritise content with a direct Council role or strong resident value; avoid open-ended promotion.
Live or out-of-hours coverage	Provide only for agreed priority events or incidents with staffing and escalation arrangements in place.
Additional photography video or presentations	Approve against a confirmed Council priority, audience and available budget.

4 Work programme October 2026 to June 2027

The work programme begins before the new financial year because annual planning, Truro 150 and spring events require lead time.

Period	Live communications	Planning and production	Key output
October to December 2026	Autumn services, Remembrance, Christmas and New Year information; current Council business	Confirm delivery and approvals; build the 2027 calendar; prepare the Truro 150 Council page, Truro 150 communication plan for early-November announcement, participation pack, media pack, sponsor route and community enquiry route; validate spring requirements	Approved launch, named owners, enquiry routes and January to March schedule
January	Council priorities, precept and service information; first residents newsletter; Truro 150 history, participation and sponsor updates	Update the year-ahead Council event information; produce St Piran's Day and Easter content; brief Bandstand requirements	Current Council pages, event information and Q1 schedule
February	St Piran's Day information and routine Council updates	Complete Easter content and artwork; prepare spring social content; confirm Bandstand programme, Annual Town meeting and Mayor Making requirements	St Piran's Day information complete and Easter content ready
March	St Piran's Day, Easter information and civic or service updates including Annual Town Meeting	Prepare Bandstand, Mayor Making, summer events and the next residents newsletter; complete year-end review	Spring communications live and April to June schedule agreed
April to June	Easter, Mayor Making, Bandstand, Council services and special-project updates	Prepare Kids Club and summer information with Visit Truro leading; maintain Truro 150 programme content; produce quarterly and internal publications	Summer information prepared and first-quarter review completed

5 Work programme July 2027 to March 2028

Period	Live communications	Planning and production	Key outputs
July to September	Kids Club, Bandstand, summer services, Truro 150 anniversary activity and September civic events	Issue anniversary programme, access and disruption information; brief residents and businesses; confirm event-day contact and deputy; coordinate media and photography; prepare autumn activity	Confirmed August and September information, media materials and resident updates
October to December	Autumn services, Halloween where confirmed, Bonfire?, Remembrance, Christmas, New Year and Truro 150 legacy	Maintain live event information; prepare budget and precept communications; capture results; begin the 2028 calendar	Winter communications delivered, legacy record and year-end review
January to March 2028	Council priorities, residents newsletter, spring services and early event information	Prepare St Piran's Day, Easter and Bandstand; review channels and workload; agree the next service plan and budget	Updated annual calendar and 2028 to 2029 service plan

Working lead times

Communication	Working lead time after a complete brief
Routine social media or website update	Three to five working days
Press release	Five to ten working days, allowing for quotes, images and approval
Residents newsletter or major web content	Two to four weeks, with fixed contribution and approval deadlines
Council event campaign and artwork	Brief a minimum of six to eight weeks before launch; publish practical access, travel and disruption information four to six weeks ahead. This will depend on the level of disruption to residents.
Urgent statement or service disruption	As quickly as verified facts and authoriSed wording from SMT allow; issue a holding update when appropriate

6 Measurement resources and decisions

Delivery and reporting

Area	What to review	Rhythm
Delivery	Priority communications published on time, pages current and planned publications completed.	Monthly and quarterly
Information flow	Briefs received on time, missing information, approval delays and recurring gaps.	Monthly
Resident response	Useful reach and engagement, enquiries, newsletter response and common questions.	Monthly & Quarterly
Media	Relevant coverage, accuracy, journalist enquiries and use of releases or statements.	By item and quarterly
Events and projects	Delivery against brief, changes handled, resident information and lessons for the next programme.	At close

Capacity and budget

The Council and Visit Truro plans draw on the same approximate 1.5-person team and must be assessed together. Cost core and fixed commitments first and commission support for work that cannot be absorbed safely. For Truro 150, confirm the £14,500 communications and marketing split and the spending status and earmarks of the further £25,000 Council commitment before commissioning; track sponsorship income and benefit costs separately.

Approval decisions

Decision	Required action
Scope	Approve the minimum Council communications service and the fixed annual commitments.
People	Confirm the communications lead, deputy, event and service information owners and out-of-hours arrangements.
Approvals	Agree who may approve routine, civic, politically sensitive and urgent communications.
Lead times	Adopt a standard brief and the working lead times, with clear consequences where information arrives late.
Budget	Confirm core budgets and the Truro 150 £14,500 split; verify the status and earmarks of the further £25,000 commitment.
Priorities	Agree what is deferred when core work, events, Truro 150 or urgent issues create competing demand.

Immediate next steps

- Confirm the delivery arrangement and the Truro 150 sponsorship lead, community enquiry owner and deputies before the early-November launch.
- Create one Council communications calendar and approved programme register covering services, meetings, publications, events, projects and Truro 150.
- Improve the existing communications request form covering purpose, audience, facts, owner, approval, assets and deadline. As well as briefing departments on the different communication tools.
- Agree the first-quarter priorities, newsletter dates and event-information deadlines before the Christmas peak.

TRURO CITY COUNCIL

Internal Service Plan

1. Service/Department name:

Facilities, Estates & Compliance

2. Proposed service offer for 2027/28

The Facilities, Estates & Compliance Service manages the Council's buildings, public facilities and property assets. This includes building maintenance, statutory compliance, health and safety, asset management, contractor management, leases and licences, capital projects, utility supply contracts and facilities management.

The service is responsible for ensuring that Council buildings, structures, and facilities remain safe, compliant, accessible and operational. The estate includes the Municipal Buildings, Truro Library, public conveniences, community buildings, Boscawen Park Pavilion, Café in the Park and leased properties.

Over the last year, the service has focused on improving asset information, compliance controls and long-term planning. Significant progress has been made through condition surveys, development of the Council's capital programme, implementation of facilities management systems, establishment of the Facilities & Properties Working Group, and successful mobilisation of Boscawen Park Pavilion.

Public convenience reviews and investment planning have also provided a stronger evidence base for future decisions.

This improved evidence base is also providing a clearer understanding of the true cost of operating and maintaining the Council's estate. The 2027/28 budget has therefore been developed using more detailed information on utilities, contracts, servicing, compliance and other recurring operational costs. The service's operational responsibilities have also increased through the addition of Boscawen Park Pavilion. These changes mean that year-on-year movements in the revenue budget reflect both improved cost information and an expanded operational estate, rather than simply an increase in the underlying cost of the existing service.

In 2027/28, the service will focus on four priorities :

- Improving understanding of the Council's assets through condition surveys, asset records and property information.
- Supporting evidence-based investment through long-term capital planning.
- Strengthening compliance assurance and health and safety management.
- Improving property governance, including leases, licences and asset records.

The service will continue to support the Council's objectives by maintaining community buildings and public conveniences, supporting heritage assets, improving operational efficiency, and ensuring investment decisions are informed by condition, risk, cost, and usage data.

3. How will this contribute to Truro City Council's Objectives?

Objective	Priority	How We're Addressing This
Our Communities	Promote Public Safety	• Maintain safe and compliant public buildings and facilities. • Investigate accidents, near misses and hazards. • Improve safety standards across public conveniences, community buildings and operational assets. • Monitor contractor compliance and site safety arrangements.
Our Environment	Deliver sustainable planting and reduce environmental impact	• Improve energy performance across Council buildings. • Manage solar PV assets and maximise generation benefits. • Support carbon reduction projects and environmental improvements. • Incorporate sustainability into asset management and capital investment decisions.
Our Connectivity	Support active and accessible travel routes	• Complete accessibility assessments across the estate. • Incorporate accessibility improvements into refurbishment projects. • Improve access to Council buildings and public facilities, subject to feasibility, statutory constraints and approved funding.
Our Economy	Deliver improved city centre footfall and events support	• Maintain public conveniences, civic buildings and community facilities. • Support operation of the Pavilion and Café in the Park. • Ensure Council facilities remain available for events, visitors and residents.
Our Council	Improve council efficiency and asset productivity	• Complete condition surveys across priority assets. • Improve asset records, review and renew leases and licences. • Develop long-term capital investment plans. • Improve asset management through MaintainX and evidence-based decision-making. • Maintain asset-level operational cost information to support budget monitoring, lifecycle planning and investment decisions.

Our Council	Reduce direct energy use and waste	• Improve monitoring of utility consumption. • Develop carbon reporting and energy-performance data. • Support renewable energy generation and efficiency improvements across the estate.
Our Buildings, Culture and Heritage	Deliver Town Deal projects on time and on budget	• Support the ongoing operation of the Pavilion. • Provide facilities management, compliance oversight and asset support for Council projects.
Our Buildings, Culture and Heritage	Modernise and rationalise public conveniences	• Deliver the public convenience investment programme. • Prioritise investment using condition, compliance risk, cost and usage information. • Improve accessibility, reliability and user experience.
Our Buildings, Culture and Heritage	Maintain and modernise community buildings	• Complete condition surveys for priority buildings. • Develop lifecycle and capital investment plans. • Progress improvements to the Municipal Buildings and other key assets. • Maintain buildings in a safe, compliant and operational condition.

4. How will success be measured?

Objective	Priority	Performance Indicator
Our Communities	**Promote Public Safety**	• Implement an auditable health and safety management framework by 31 March 2028. • Investigate 100% of reported accidents, near misses and hazards proportionately, with actions assigned and monitored. • Review high-risk corrective actions monthly and escalate overdue actions.
Our Environment	**Deliver sustainable planting and reduce environmental impact**	• Complete the 2026/27 organisational carbon footprint and establish the 2027/28 reporting cycle. • Monitor electricity, gas and water consumption monthly at operational

Objective	Priority	Performance Indicator
		sites. • Report solar PV generation, self-consumption and export performance annually.
Our Connectivity	**Support active and accessible travel routes**	• Complete planned accessibility assessments for priority buildings by 31 March 2028. • Record accessibility actions within condition surveys and capital project scopes. • Deliver at least five prioritised accessibility or signage improvements during 2027/28.
Our Economy	**Deliver improved city centre footfall and events support**	• Maintain operational availability of public conveniences and priority civic facilities during planned major events, subject to emergency closures. • Complete pre-event checks for identified Council venues and facilities. • Review the operation of the Pavilion and Café in the Park quarterly.
Our Council	**Improve council efficiency and asset productivity**	• Complete planned condition surveys for the remaining priority operational buildings by 31 March 2028. • Produce a costed 10-year capital investment plan using condition, compliance risk, cost and usage data. • Review and update the asset register quarterly. • Complete a prioritised review of leases and licences, identifying outdated or inaccurate records and assigning corrective actions. • Maintain asset-level operational cost information and use this to inform budget monitoring, lifecycle planning and future investment decisions.
Our Council	**Reduce direct energy use and waste**	• Complete annual carbon reporting and compare performance with the established baseline.

Objective	Priority	Performance Indicator
		• Maintain monthly utility monitoring and investigate material variances. • Identify and cost at least three practical energy or waste reduction measures for future delivery.
Our Buildings, Culture and Heritage	**Deliver Town Deal projects on time and on budget**	• Complete outstanding Pavilion building snags through the agreed defects process. • Maintain operational and compliance records for the Pavilion. • Report significant cost, programme or compliance risks through the agreed governance route.
Our Buildings, Culture and Heritage	**Modernise and rationalise public conveniences**	• Complete the first phase of the public convenience investment programme by 31 March 2028. • Progress Lower Lemon Street and Council-prioritised work at Hendra Road and Victoria Gardens, subject to approved budgets and procurement. • Maintain a costed, prioritised programme using condition, compliance risk, cost and usage data.
Our Buildings, Culture and Heritage	**Maintain and modernise community buildings**	• Complete the Hendra Hall condition survey by 31 March 2028. • Progress plans for the Municipal Buildings external refurbishment programme, subject to approval, funding and statutory consents. • Include priority building works within the 10-year capital investment plan and review progress quarterly.

5. Budget estimate

The 2027/28 budget will support:

- Statutory inspections, servicing and associated remedial works.
- Planned and reactive maintenance across the estate.
- Operation and maintenance of public conveniences, community buildings, Café in the Park and Boscawen Pavilion.
- Utilities, cleaning, equipment, training, systems and contractor support.

- Condition surveys, measured surveys and professional advice.
- Lease, licence and property-record reviews.
- Carbon reporting, energy monitoring and renewable energy systems.
- Priority capital works, including public convenience improvements and emerging building-condition requirements.

The 2027/28 revenue budget reflects a more developed understanding of the cost of operating and maintaining the Council's estate. Improved information on utilities, contracts, statutory servicing, maintenance and other operational requirements has enabled known costs to be identified and allocated more accurately.

The budget also reflects the addition of Boscawen Park Pavilion to the service's operational responsibilities. The resulting year-on-year increase in revenue provision should therefore not be interpreted solely as an increase in the underlying cost of the existing service. It reflects both an improved evidence base and an increase in the assets and facilities being supported.

The capital programme is considered separately from these recurring operational requirements. It provides for planned investment in the estate, informed by condition information, compliance risk, service requirements and identified asset priorities.

The principal financial pressures remain the cost of operating and maintaining an ageing, varied estate; statutory compliance requirements; utilities and contracted services; and the resources needed to manage an increasing programme of planned investment.

Capacity remains a key constraint. Additional compliance support should be considered to strengthen safety and compliance assurance, maintain auditable records and reduce reliance on management capacity for routine administration. Specialist project management should continue to be included within individual capital projects where required.

Truro City Council Parks and Amenities

Department Service Delivery Plan 2027/2028

Overview

Truro City Council's Parks and Amenities Department has two statutory duties of services that it's required to provide to the citizens and residents of the Parish of Truro. These two statutory duties are the provision of burial space within the Parish of Truro, along with the provision of allotment space, under the 1907 and 1954 Small Holdings and Allotments Act.

In addition to the above statutory duties, Truro City Council's the Parks & Amenities Department also provide parks, gardens and open spaces, including children's play areas, sports and recreational facilities, for sports such as tennis, football, cricket, petanque and baseball.

In recent years the City Council's Parks and Amenities Department has expanded in size, taking on the responsibility of countryside management, managing over 100 acres of wildlife sites. These are managed and maintained by a small Countryside Ranger Team.

For approximately 10 years the Council has had a small Maintenance Team, that carries out small construction works as well as to day-to-day facility maintenance tasks. This Team is made-up of two people, and they carry out such jobs as fencing, concreting, general maintenance jobs such as bench repairs painting and also larger construction work, such as construction of sheds, fencing and car parking areas.

Purpose and Objectives

The purpose of the Parks and Amenities Department is to maintain and enhance the City's parks and open spaces, to ensure they are safe, accessible, and welcoming for all users. This service supports the Council's wider objectives of improving health and wellbeing along with enhancing biodiversity and fostering community pride and ownership.

Key Objectives and Outcomes

- Maintaining and enhancing parks, gardens, sports facilities, playgrounds, wildlife areas, open spaces, and cemeteries to a high standard. As per Objective 2 in the Council Strategy 2026 to 2030.
- Providing and enhancing safe, inclusive, and well-equipped play areas. As per Objectives 1 and 2 in the Council Strategy 2026 to 2030.
- Enhancing biodiversity through sustainable management practices. As per Objective 2 in the Council Strategy 2026 to 2030.
- Engaging with the community to reflect their needs and values, through social media and friends' groups and promote biodiversity. As per Objectives 1 and 4 in the Council Strategy 2026 to 2030.
- Deliver value for money, by continuous development of new practices. As per objective 2 in the Council Strategy 2026 to 2030.

Assets

Parks and Play areas

Boscawen Park

Victoria Gardens and Waterfall Gardens

Hendra Play Park

Hendra Skate Park

Dreadnought (Hendra) Playing Field

Newbridge Lane Playing Field and Play Area

Tremorvah Playing Field and Play Area

Redannick Playing Field and Play Area

Kenwyn Hill Playing Field

Chapel Hill Playing Field (Donkey Field)

Malabar Playing Field

Allotments

Redannick

Barrack Lane

Nancemere

Treverbyn (Tregurra)

Open Spaces and Wildlife areas

Coosebean Woodland and Moor

Coosebean Meadows

Land at Compringey Hill (adjacent to Coosebean)

Treffry Road Sustainable Drainage Systems (SUDS) Meadows

Nancemere Fields community fruit and nut orchard

Glasteinan Woodland and Badger Field at Beechwood Parc

Daubuz Moor

Cemeteries

Truro Public Cemetery, St Clements Hill

Kenwyn Churchyard (Closed Churchyard maintenance under agreement with Cornwall Council)

Open Spaces

City centre verges, grass cutting and planting, provision of floral displays in and around the City Centre.

Verges and open spaces around Beechwood Parc and Treffry Road developments

Verges and roundabouts along Tregolls Road, Morlaix Avenue, Green Lane, and Treyew Road (Maintenance undertaken under Cornwall Council Agency agreement)

Fozzards Field Nursery, Idless

Growing of plants and hanging baskets and window boxes for the parks, gardens and City Centre.

Staffing and Responsibilities

1 x Parks and Amenities Manager

1 x General Foreman (Maintenance Assistant)

Operatives:

Boscawen Park

- Head Gardener
- 2 Assistant Gardeners
- 1 x Part-time Park Attendant
- 1x Seasonal Park Attendant
- 1 x Apprentice

City Centre

- Head Gardener
- 2 Assistant Gardeners
- 2 x 3 month Seasonal summer waterers

Victoria Gardens

- Head Gardener
- 2 x Assistant Gardeners
- 1 x Part-time Park Attendant
- 1 x Seasonal Park Attendant

City Centre Verges, Parks and Cemeteries

- Grass Cutting Supervisor
- 1 x Assistant

Countryside and Wildlife Areas

- Lead Countryside Ranger
- 1 x Assistant Countryside Ranger

General Maintenance

- Maintenance Team Supervisor

Fozzards Field Nursery

- 2 x Nursery Supervisors

Total

Full time staff x 19

Part time staff x 2

Seasonal staff x 4

Reporting Structure

The Parks and Amenities Manager reports to the Town Clerk and Deputy Clerk/Responsible Finance Officer

The Parks and Amenities Manager also reports to the Parks and Amenities Committee made up of the Chair, Vice Chair, Mayor, Deputy Mayor, Chair of Finance and General Purposes Committee and 7 members of the Council

The Parks and Amenities Manager Interacts with local residents, contractors, service users and friends' groups.

Key projects completed 2026/2027

Completed Phase 2 of greenhouse bench installation, Fozzard's Field Nursery

All allotments site standards raised through regular inspection process

Replacement of Parks and Amenities Department plant and machinery as per the machinery replacement programme

Purchase of machinery to maintain playing surfaces at Boscawen Park via Towns Fund Deal

Trials of battery-operated machinery and vehicles

Working with Friends of Newbridge Lane and Kenwyn Community Association to enhance their environments

Worked with the Graffiti Removal Improvement Team (GRIT) to paint all City centre bollards

All tennis courts nets replaced, and tennis posts painted at Boscawen Park

All benches painted in Boscawen Park

Drainage of Boscawen Park sports areas in association with the Towns Fund Deal

Riverside Walk pathway re-laid and tree canopies raised in association with the Towns Fund Deal (in-house)

Fencing installed on Riverside Walk in association with the Towns Fund Deal (in-house)

Landscaping works commenced on new Boscawen Park Pavilion at Boscawen Park in association with the Towns Fund Deal (in-house)

Recommended works undertaken following tree surveys on all Council owned trees

Work commenced on the sealing of the Leats and Fish Pond in Victoria Gardens

Work on a Development Plan for land at Comprigney Hill (Coosebean)

Work on developing the Truro Nature Recovery Strategy and first Project delivery at Tremorvah Playing Field

Refurbishment of bridge at Glasteinan Woodland

Refurbishment and replacement of boardwalks at Daubuz Moor

Nominated to the Royal Horticultural Society (RHS) National Britain in Bloom finals for 2026

Wider Ponds and Wetland policy in draft awaiting Council approval

Barbeque Use in Green Spaces Policy approved by Council

Assisted in the development of safe systems of work and Maintain X reporting systems

Extensive training programme delivered to Parks and Amenities staff, through the staff appraisal system

Work commenced on new Truro Public Cemetery Management Plan

Comprehensive review and implementation of revised allotment tenancy agreement

Worked with Facilities Team on replacement of tennis floodlighting facility at Boscawen Park tennis courts

Worked with Burials Officer on the review of the Truro Public Cemetery Regulations

Re-drafting and approval by Council of Gritting and Snow Clearance Policy

Reduced Parks and Amenities budget by approximately £100k for the period for 2026-2027

Worked with Boscawen Park Manager on implementation of new Lemon Booking system for Boscawen Park

Worked with St Petroc's Charity on development of memorial planting scheme

Key projects to complete 2027/2028

Dredging of the Duck Pond at Boscawen Park

Sealing of the Leats and associated works to be continued

Restore water supply to top Fish Pond in Victoria Gardens

Assist in the conversion of the old sports changing rooms to a wellness hub working with the health community

Assist in delivery of events

Reduction of the cost and environmental impact of annual displays in the City Centre and increase in permanent plantings to be installed

Painting of fencing around Hendra Play Park area

Work on setting up play park improvement groups at Treffry Road and Newbridge Lane

Continue to work with Truro in Bloom Committee to enhance the City

Construction of new equipment storage shed and other improvements at Boscawen Park Depot

Installation of new bins in Daubuz Moor

Development of improved staff accommodation at Idless Nursery

Implementation of new allotment site at Buckshead (near Treffry Road)

Take on responsibility of maintaining planted areas of Lemon Quay

Development of new fuel/ chemical storage area at Idless Depot to enable meeting our strategic goals

Council Strategy Objectives and the sections that will involve the Parks

Objective 1- Our Communities

a. Develop improved youth provision across Truro by investigating the provision of new facilities and delivering expanded activities for young people.
b. Deliver and support a range of inclusive community groups, activities and events across Truro in order to promote, community cohesion through a combination of direct delivery and financial support to third parties.
c. Improve communication and transparency through increased use of the Council website, Library, an e-newsletter to residents, social media, local publications, notice boards and a physical presence at key events.

Objective 2 – Our Environment

a. Maintain and enhance the quality and attractiveness of our formal parks, gardens and city centre planting schemes whilst introducing more sustainable planting designs in order to reduce their cost and environmental impact.
b. Maintain and enhance the quality of our playing fields and invest in our children's play areas, skatepark and sports provision so that they help to encourage healthy lifestyles and can be enjoyed by all residents throughout the year.
c. Restore "water" to Truro by repairing and re-commissioning the Leats system and the fish pond and fountain in Victoria Gardens.
d. Undertake a strategic review of how our green infrastructure is managed and undertake works that delivers the multiple benefits of nature recovery, carbon sequestration and increased public access.
e. Engage and work with Cornwall Council to deliver increased recycling rates in the Parish of Truro by increasing the number of recycling bins in public spaces and increased public awareness.

Objective 4 – Our Economy

b. Deliver improved vitality for Truro by encouraging increased footfall and commerce through the provision of commercial, cultural and community events, increased use of Lemon Quay and by promoting Truro as a visitor destination.

Report to:	**Finance and General Purposes Committee**
Date:	**9th November 2026**
Title:	**Senior Management Team – Service Plan**
Authors, Roles and Contact Details:	
Approval and clearance obtained from chair of committee:	**Y**
Urgency Procedure(s) used? If yes include rationale.	**N**

Recommendation(s):

1. To note the contents of this report and **resolve** to delegate to the Town Clerk and Deputy Town Clerk/RFO responsibility for including the costs of the additional post in the 2027/28 budget setting process for further consideration.

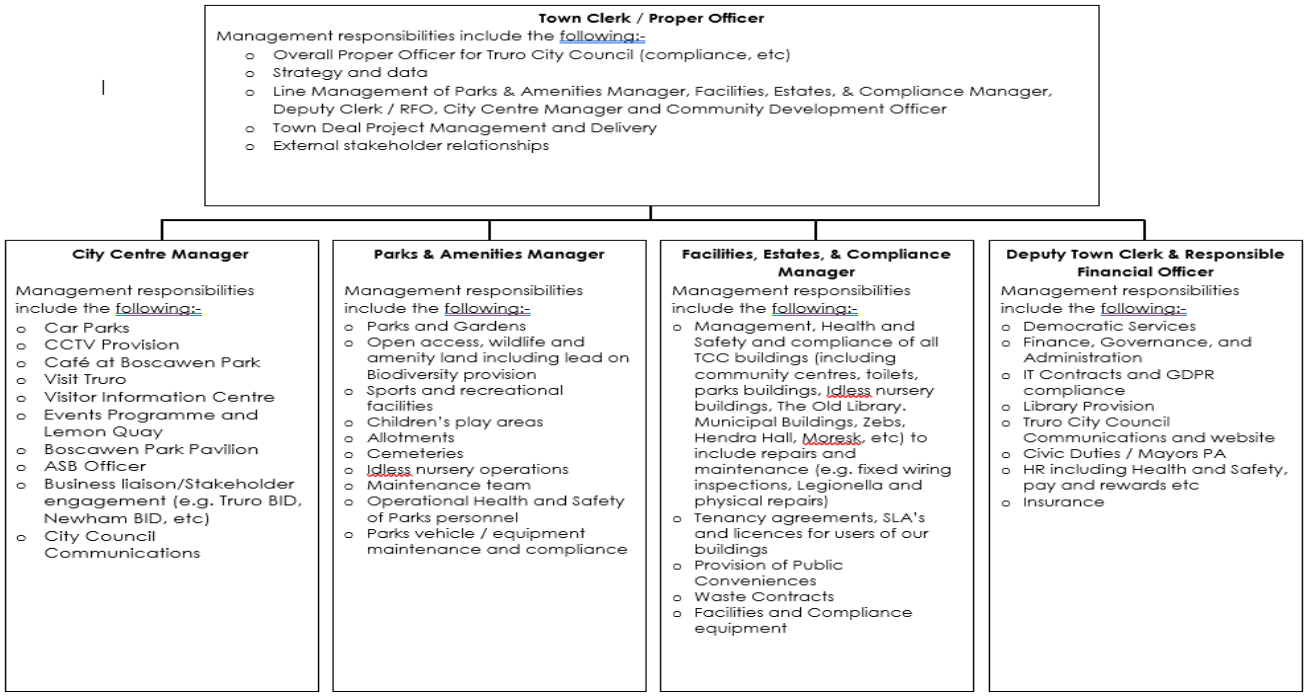
1 Executive Summary

1.1 Truro City Council's 2026–2030 Strategy sets out an ambitious vision for "A thriving, inclusive, and sustainable Truro — where community, commerce, heritage, and nature flourish together". The Strategy identifies priorities including empowering communities, revitalising the city centre, supporting local businesses, cultural events and the visitor economy, improving connectivity, investing in infrastructure and heritage, and ensuring transparent governance and responsible management of public assets and resources.

1.2 The case for this additional post rests on three connected requirements: dedicated ownership of city centre revitalisation; coordinated management of the Council's commercial undertakings; and capacity to turn the 2026–2030 Strategy into a prioritised delivery programme. These responsibilities require continuity, partnership working and accountability beyond individual projects or events.

1.3 Falling footfall, changing retail patterns, pressure on the visitor economy, public realm expectations and the need for stronger stakeholder engagement can no longer be addressed effectively as an add-on to existing roles. Likewise, the Councils commercial undertakings (e.g. Cafe in the Park and the Boscawen Park Pavilion) would benefit from more management time to ensure that they are self-sustaining. A City Centre Manager/Commercial Manager would therefore provide visible leadership, coordination and accountability for these areas of work and augment the SMT of Truro City Council.

1.4 It is therefore proposed that a City Centre Manager/Commercial Manager post is developed for inclusion within the senior management team. The role would lead delivery activity relating to city centre vitality, partnership working, business liaison, events coordination, visitor experience, market and public realm opportunities, Truro City Council Communications and the monitoring of progress against relevant Strategy objectives. They would also have responsibility for the commercial undertakings of the Council and provide the necessary focus to make them a success.



2 Purpose of Report and key information

2.1 The purpose of this report is to seek the initial views of Finance and General Purposes Committee on the principle of creating a City Centre/Commercial Manager post. Subject to those views, the Town Clerk and Deputy Town Clerk would develop a job description, person specification, proposed grading and fully costed business case for consideration by the staffing committee. The costs of this post will also be included in the 2027/28 budget setting process for further consideration.

2.2 The post would be designed to complement, rather than duplicate, existing responsibilities. Its focus would be outward-facing and delivery-focused: building relationships with businesses, residents, visitors, community groups, cultural organisations, Cornwall Council, transport partners and other stakeholders; identifying practical interventions to support footfall[1]; and ensuring that city centre activity is coordinated against agreed Council priorities.

[1] Year to date cumulative we are at **-2.8%** , this compares to the southwest region (Bristol down) at **+1.8%,** the UK is at **-1.6%.**

2.3 It would also include responsibility for the commercial aspects of Truro City Council activities (i.e. Visitor Information Centre, Café in the Park and the Boscawen Park Pavilion) which will be re-allocated for other senior management thus freeing up their time to concentrate on other priorities.

3 Benefits for Customers/Residents

3.1 Residents, businesses and visitors would benefit from a clearer and more coordinated approach to city centre management. Improved trading performance within commercial undertakings will also reduce the need to subsidise them from the precept. A dedicated post would improve the Council's ability to respond to issues, progress opportunities, support events and activity, and help ensure that Truro remains attractive, welcoming, accessible and economically resilient.

3.2 The role would directly support delivery of the 2026–2030 Strategy by providing senior management capacity for objectives linked to city centre revitalisation, local business support, cultural events, visitor economy development, connectivity, infrastructure and heritage and communication. It would also provide a practical mechanism for translating strategic objectives into deliverable work programmes.

3.3 Addressing falling footfall will require consistent engagement, evidence gathering and partnership action. A City Centre/Commercial Manager could monitor trends, liaise regularly with traders and city centre stakeholders, coordinate promotional and seasonal activity, identify barriers to visits, support the development of events and campaigns, and help bring forward proposals that improve the visitor and resident experience. The post would also strengthen stakeholder engagement by creating a single senior point of coordination for city centre issues. This would improve communication with businesses, residents, partner agencies and community organisations, helping the Council to understand concerns earlier, respond more effectively and build shared ownership of city centre priorities.

4 Relevant Previous Decisions

4.1 The Council's 2026–2030 Strategy provides the strategic context for this proposal. It recognises the importance of strengthening the city centre economy, supporting businesses and the visitor economy, investing in infrastructure and heritage, and ensuring responsible governance. Previous organisational discussions have also identified the need for additional management capacity to deliver an expanding programme of work.

5 Consultation and Engagement

5.1 Initial engagement should be undertaken with the senior management team, relevant staff, councillors and key external stakeholders, including city centre businesses, community organisations and partner agencies. This engagement would help shape the role, avoid duplication, clarify expectations and ensure that the post is focused on the areas where additional capacity will deliver the greatest benefit.

6 Financial Implications of the proposed course of action/decision

6.1 The detailed cost of the post will need to be developed through the business case, including salary, on-costs, equipment, training and any associated delivery budget. The post should be considered in the context of the Council's existing staffing budget, future budget planning and the potential for the role to secure external funding, strengthen partnership investment and improve income-generating opportunities linked to events, markets, visitor services and city centre activity.

6.2 Whilst the post would represent an additional staffing commitment, it should be viewed as an enabling investment to deliver the Council's adopted Strategy. Without dedicated capacity, there is a risk that agreed objectives relating to city centre vitality, stakeholder engagement and economic resilience will not be progressed at the pace required.

7 Legal/Governance Implications of the proposed course of action/decision

7.1 No appointment process would commence until a detailed business case, job description, grading assessment and budget implications have been considered through the Staffing Committee and approved through the appropriate Council decision-making process. The role would require clear governance arrangements, reporting lines, objectives and performance measures linked to the 2026–2030 Strategy. An estimated start date of April 1st 2027 is envisaged.

8 Risk Implications of the proposed course of action/decision

8.1 The principal risk of creating the post is the additional recurring cost to the Council. This can be mitigated by developing a robust business case, confirming affordability, setting clear objectives, reviewing performance, and ensuring that the role is focused on measurable outcomes including increased engagement, improved coordination, delivery of strategic actions and support for city centre vitality. Improved trading of Councils commercial undertakings will also reduce the cost of these to Council with any savings used to help fund the post.

8.2 The secondary risk of not creating the post is that the Council's current SMT is not able to deliver all the Councils objectives in the time they have available. Current workloads are significant and some areas are not receiving the management input they deserve/require. TOIL levels remain excessive for all the current SMT.

8.3 The third risk is that falling footfall, business confidence, stakeholder engagement and city centre delivery remain fragmented across existing workloads. This could reduce the Council's ability to deliver its Strategy, respond to emerging issues, attract partnership support and demonstrate visible leadership in the city centre.

8.4 The final risk is that without increased management input the Councils commercial undertakings continue to require funding from the precept rather than cover their own costs.

9 Options available

9.1 **Do nothing** – the current management structure would continue, and city centre responsibilities would remain split across existing roles. This option is not recommended because it would provide insufficient dedicated capacity to address falling footfall, strengthen stakeholder engagement, improve commercial performance or deliver the relevant objectives of the 2026–2030 Strategy.

9.2 **Outsource or commission short-term support** – external support could be commissioned for specific projects or events, but this would not create sustained internal capacity, organisational knowledge or a consistent senior point of contact for city centre stakeholders.

9.3 **Create an additional Senior Management Post – Recommended option** – develop a detailed business case for a City Centre/Commercial Manager post within the senior management team. This is the preferred option because it provides dedicated leadership, coordination and accountability and directly supports the Council's strategic priorities for community, commerce, heritage, connectivity, governance and sustainability.

10 Supporting Information (Appendices)

10.1 N/A

11 Approval and clearance

All reports:

Final report sign offs	**This report has been cleared by (or mark not required if appropriate)**	**Date**
Town Clerk (Required for **all** reports)	Yes	02/11/26
Deputy Town Clerk (Finance and HR) (Required for **all** reports)	Yes	2.11.26

TRURO CITY COUNCIL

Town Clerk's Department
Municipal Buildings
Boscawen Street
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MEETING OF THE FACILITIES & PROPERTIES ADVISORY SUB-COMMITTEE HELD 29 SEPTEMBER 2026 AT 19:00 IN THE LARGE ROOM, TRURO COMMUNITY LIBRARY (SECOND FLOOR), UNION PLACE

PRESENT:	Councillors Swain (Chairman), Biscoe, Claxton, Douglas-Martin, Webb, and Honorary Freeman Wells (Mayor).
APOLOGIES:	Councillor Rich (Deputy Mayor) [business].
ALSO IN ATTENDANCE:	Councillor Carlyon, Mark Wright (Facilities, Estates, & Compliance Manager), Esther Grieg (Deputy Town Clerk & RFO), and William Thorpe-Stanley (Committee Clerk).

1 COUNCILLORS IN ATTENDANCE AND APOLOGIES

The apologies were noted. FP/26/977

2 DECLARATIONS OF INTEREST

Councillor Wells - items 4a and 4b – non-pecuniary – dispensation to speak given. FP/26/978

3 CORRESPONDENCE

None FP/26/979

4 AGENDA ITEMS

a. Minutes of the Facilities & Properties Advisory Sub-Committee meeting held 10 September 2026

It was proposed by Councillor Biscoe, seconded by Councillor Douglas-Martin and **RESOLVED** to agree the minutes as a correct record and sign. **FP/26/980**

b. Service Plan

The Facilities, Estates, & Compliance Manager introduced the service plan, stating this committee was not in operation last year for budgeting. It was the first opportunity to look at what was planned for 2027-28 and highlight any items Council felt was missing.

When asked about the use of Maintain X, the compliance management system, it was agreed to have a demonstration for members at a future meeting.

The point was made that much of the departments work was self-evident and required by regulation, legislation, and best practice.

The scope of the department was also questioned, it was thought the inclusion of cultural and heritage assets should be more explicit. Officers informed the committee the exercise of logging all assets was still underway having stared with buildings, then machinery, the next focus was on these types of assets.

The progress on lease renewals due to pick up again.

Given the deterioration in condition on the Municipal Buildings during the time is was not in the control of the Council, the reduction in space on return, and the restrictions to access via the lift it was said the lease for the building should be updated to better reflect the now rather than the arrangements at the time of signing.

DRAFT

On consideration of priorities for the estate it was agreed that these are largely informed by condition surveys, all work being evidence based.

It was proposed by Councillor Biscoe, seconded by Councillor Wells and **recommend** approval for the service plan to the Finance and General Purposes Committee as part of the Council's 2027/28 budget setting process, with the inclusion of the word structures to the first line of the second paragraph on the first page. FP/26/981

c. Budget 2027-28

A similar layout was used as last year to create a first draft. Members were asked for their initial views.

Statutory Compliance

These items were to ensure legal compliance and could not be reduced without compromising that. The few lines without a budget were because their testing cycle did not fall in 2027-28. During the demonstration of Maintain X these will show as tasks within the system and evidence the compliance.

Reactive Maintenance

Budgeted amounts to put right any issues identified during statutory compliance inspections and testing. Informed by officer judgment based on asset condition.

Operational Support

There was increased clarity on utilities. Some costs, including waste collection for Lemon Quay, had not yet been reallocated. The Committee was advised that the revised nominal codes allocate costs more accurately between departments, enabling each department to set and manage its own budget more effectively.

Capital Projects

The five year plan was presented with costs expected to grow as condition surveys were completed. All capital spending will be supported by a condition survey or needs analysis.

It was put to the officers that loans should be explored as a way of offsetting the precept, a recommendation if prudent to be expected as a part of the budget.

Income

The same reallocation exercise meant some of the incomes from elsewhere would also be attributed to the facilities budget in the next draft.

It was **noted** individual capital projects will remain subject to the relevant approvals, procurement requirements, and confirmation of available funding before works are commissioned. FP/26/982

5 DATE OF NEXT MEETING

The date of the next meeting was **noted** as 26 01 2027. FP/26/983

The meeting closed at 20:30.

Chairman