

Local Government Reorganisation: County Durham

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Outline

- Introduction to County Durham
- Background to LGR in County Durham
- The change programme
- Reflections

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North East



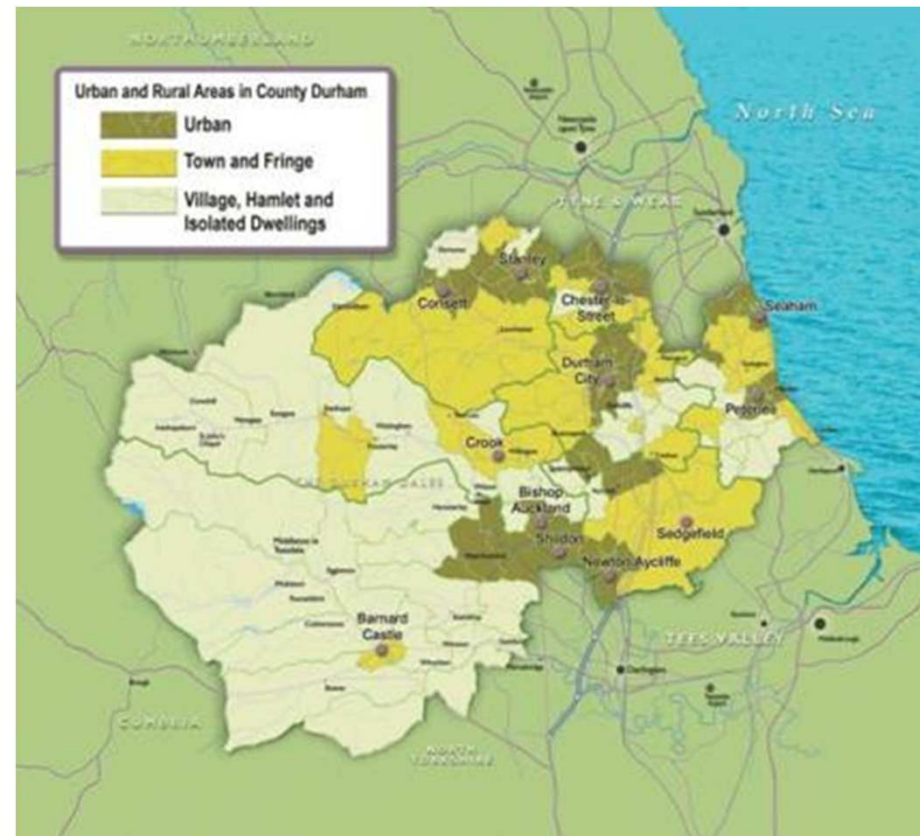
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County Durham Profile

- 862 square miles (223,260 ha)
- 510,800 residents
- 219,000 households
- 12 major settlements
- 62nd most deprived out of 326 authorities
- 45.5% of population live in 30% most deprived areas
- 49% of working age population on JSA
- 9.1% population ESA or IB

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Background to LGR 2009

| | |
|---------------|--|
| 1992-2002 | Local government commission headed by Sir John Banham |
| 1994 | Government confirmed proposal for a Darlington unitary authority |
| 1995 | Structural Change Order for creation of Darlington unitary authority laid |
| 1997 | Darlington unitary authority created |
| 2002 | Soundings taken on appetite for referendum on regional assembly |
| 2003 | Local government review led by Boundary Committee |
| 2004 | North East regional assembly and contingent local government reorganisation vote |
| October 2006 | Local Government White Paper, 'Strong and Prosperous Communities' |
| December 2007 | Government confirmed their final decision on unitary proposals |
| 2007/08 | Legal challenges |
| Feb 2008 | Parliamentary approval for new unitary authority |
| May 2008 | Shadow unitary authority election |
| Summer 2008 | Chief Executive recruited |
| Autumn 2008 | Corporate Management Team recruited |
| April 2009 | Vesting day |

County Durham pre-2009

- Eight separate authorities.
- Variable service performance ranging from 'excellent' in some cases to 'poor' CPA ratings in others.
- Some services, e.g. housing in 'special measures'.
- Variable performance in terms of running costs, ranging from large economic units to some of the smallest district councils in the country.
- Large number of elected Members involved in making decisions – more executive councillors in County Durham than Ministers in central government.

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Bid vision for the new council

“Our vision for local government in the County is of a new unitary council committed to developing a **prosperous, safe and sustainable future** for County Durham, **listening** to and **working** with **local** people, **leading** and **shaping** our communities and working in **partnership** to ensure **quality, cost effective** services.”

- However developed further after LGR

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Key aims of the new council

- Built around citizens and communities
- Improved public services
- Stronger community leadership
- Clear accountability
- Cost effective and efficient
- Simpler system

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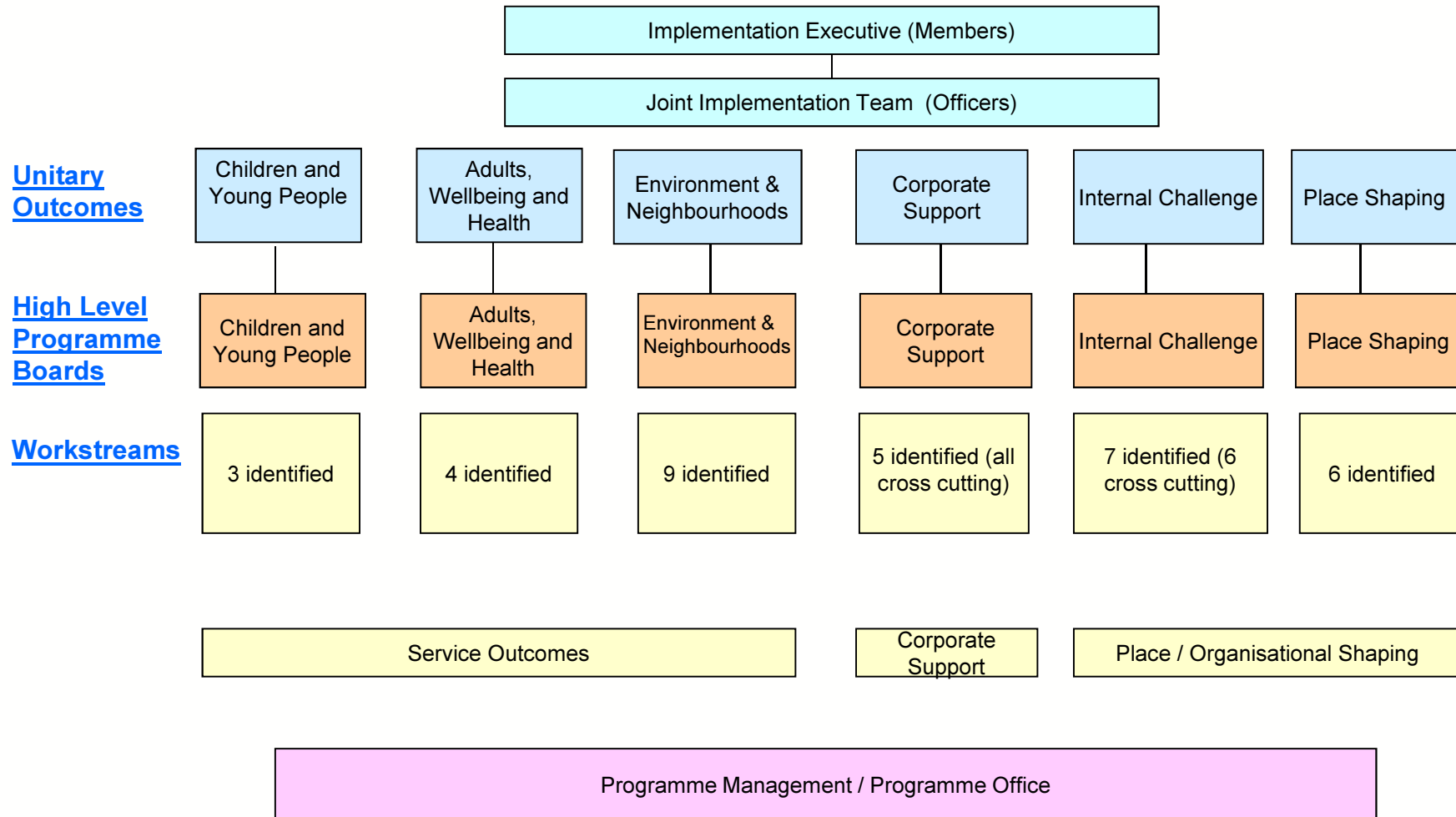


The Change Programme

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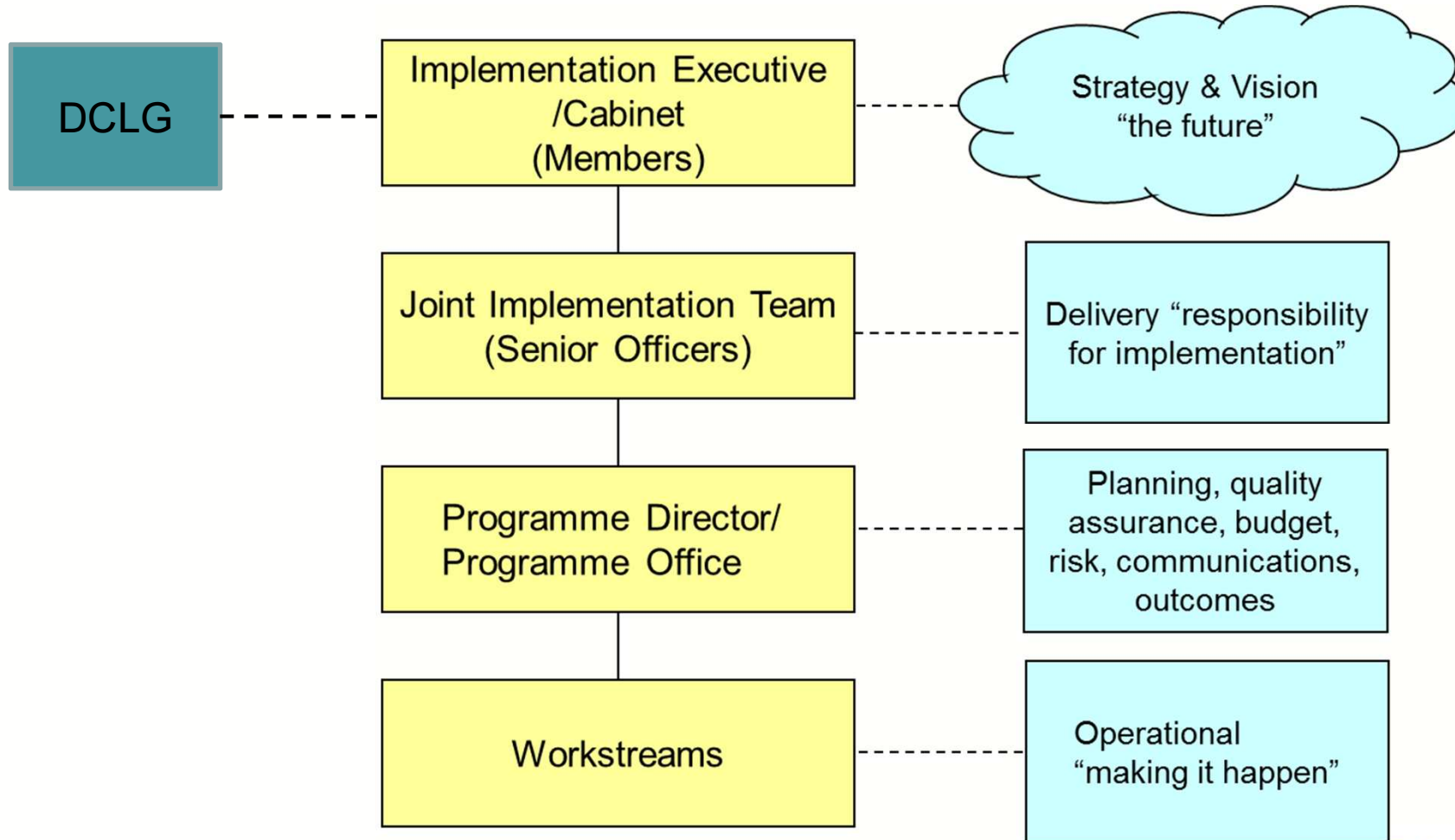
Programme Structure



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Programme governance structure



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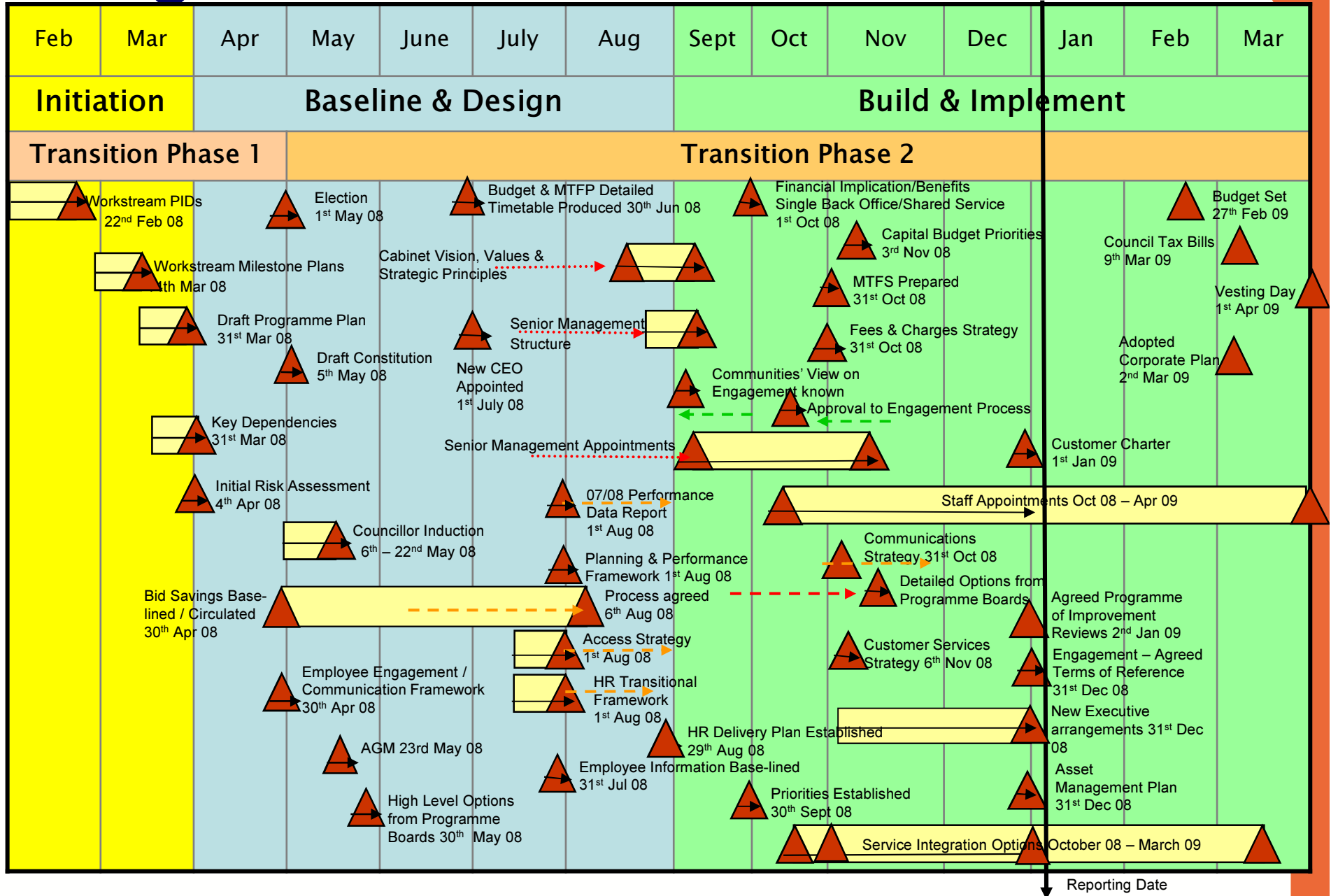
Workstream activity

- **Initiation** – Production of PIDs identifying deliverables, milestones, risks and outlining plan of activities
- **Baselining** – Gathering key data about existing services across the County
- **High-level options for change** – Development of preferred future service delivery model, identification of business critical functions
- **Detailed options for change** – Development of detailed plans for ‘**must have**’ projects, detailed service design
- **Implementation** – Organisation structure, policies and procedures, fees and charges, ‘**must haves**’, staffing issues, service harmonisation

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Programme milestones



Design Responsibilities

Challenge Programme Board

Corporate Policy and Performance Management, HR, Communications, Customer Service and Access, Equality & Diversity and Community Cohesion, Community Engagement, Capacity Building and Area Coordination

Place Shaping Programme Board

Economic policy, Spatial Planning, Transport strategy, Strategic housing, Regeneration, Social Housing Policy, Homelessness, Asylum Seekers and Disabled Facilities Grants, Building Control

Implementation Executive

Joint Implementation Team

Policy & Partnerships, HR / OD, Communications, Equalities & Cohesion, Customers & Access, Areas & Participation Workstreams

Adult, Well-being & Health Services Programme Board

Strategic Commissioning
Social Care Planning
Residential Care
Domiciliary Care
Carers Support
Learning Disability
Mental Health Support
Substance Misuse
Health Promotion
Tackling Health and Social Inequalities
Travellers' Liaison
Welfare Rights
Supporting People
Adult Protection
Adult Learning
Culture and Arts
Tourism
Libraries

Children & Young People's Services Programme Board

Strategic Commissioning
Education Policy and Planning
Children in Need
Children Looked After
Access and Inclusion
Learning Support
Educational Psychology
Special Educational Needs
Educational Welfare
School Transport
Admissions
Education Standards
School and Governor Support
Secure Services
Youth Engagement Service
Sure Start/Early Years Family Learning
Family Learning
Connexions

Environment & Neighbourhood Services Programme Board

Waste Disposal
Conservation / Archaeology
Traffic Management
Business Regulation
Trading Standards
Environmental Health
Licensing
Neighbourhood Services
Highway Maintenance
Street Cleansing
Waste Collection
Public Realm / Maintenance
Parking Control
Parks, Landscape and Countryside
Service Direct & District DSOs
Housing landlord
Leisure
Emergency Planning

Corporate Resources Programme Board

Financial Management
Information and Communication
Technology
Estates and Property
Legal
Corporate Procurement
Democratic Services
Members' Services
Overview and scrutiny
Council Tax Collection and Housing Benefits (Revs and Bens)
Electoral Services
Registration of Births, Deaths and Marriages
Archives and Records
Coroners

Finance, Assets & Property, Procurement, I.T, Legal & Democracy Workstreams

Programme Office

Key activity: May 2008 Elections

- Unprecedented number of candidates
- Female representation doubled from 15.9% to 30.2%
- New Council made up of 35 ex-County Councillors, 71 ex-District Councillors and 20 new Councillors
- 10 strong Cabinet selected following confirmation of newly elected County Councillor Simon Henig as Leader
- IDe&A commissioned to work with new Cabinet on strategy development

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Key activity: Executive Appointments

- Appointed Chief Executive in July 2008. Took up post in September 2008
- Immediately presented proposal to Council on design of the senior team for approval
- Appointment of 5 Directors and an Assistant Chief Executive in October 2008 which completed the line up of a 7 strong Corporate Management Team

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Key activity: HR

- Transition planning team managing restructure of staff
- Parallel ER/VR 'trawl'
- HR developments
 - Manager's handbook
 - Pay protection
 - ER/VR scheme
 - Induction- Vesting Day welcome pack for all staff
 - Member Training strategy
- Positive trade union engagement model
- Consultation with staff
- Career transition support through SOLACE

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Consultative approach

- Pre-regulation JIT and Member group established
- Member seminars for policy development
- Cross party Constitution Working Group
- Regular meetings with trades unions
- Staff consultation on senior management structure, Heads of Service and 4th tier posts
- Extensive public consultation on area action partnerships and council name
- Stakeholder involvement through workstreams e.g. Health and Police

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Savings

- Initial savings of £20.533m delivered
- Significant further savings made through reorganisation once new council had bedded in
- One off transition costs were £21.2m
- Senior management costs reduced £2.823m (52 senior posts reduced to 7)
- Some efficiency savings redirected e.g. into new community engagement mechanisms through Area Action Partnerships (AAPs)

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Key successes

- Blueprint for new Council
 - Development by Members
 - 'Desired end state' design
 - Vision and Values
 - Council priorities- how we will deliver services in the future
 - Community engagement model developed with communities
- Suite of harmonised policies and strategies drawing on best practice internally and externally developed, for example
 - Licencing
 - Planning
 - Housing
 - Waste Management

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One vision for the County

5 priorities agreed with partners since 2009:

- Altogether wealthier
- Altogether better for children and young people
- Altogether safer
- Altogether healthier
- Altogether greener

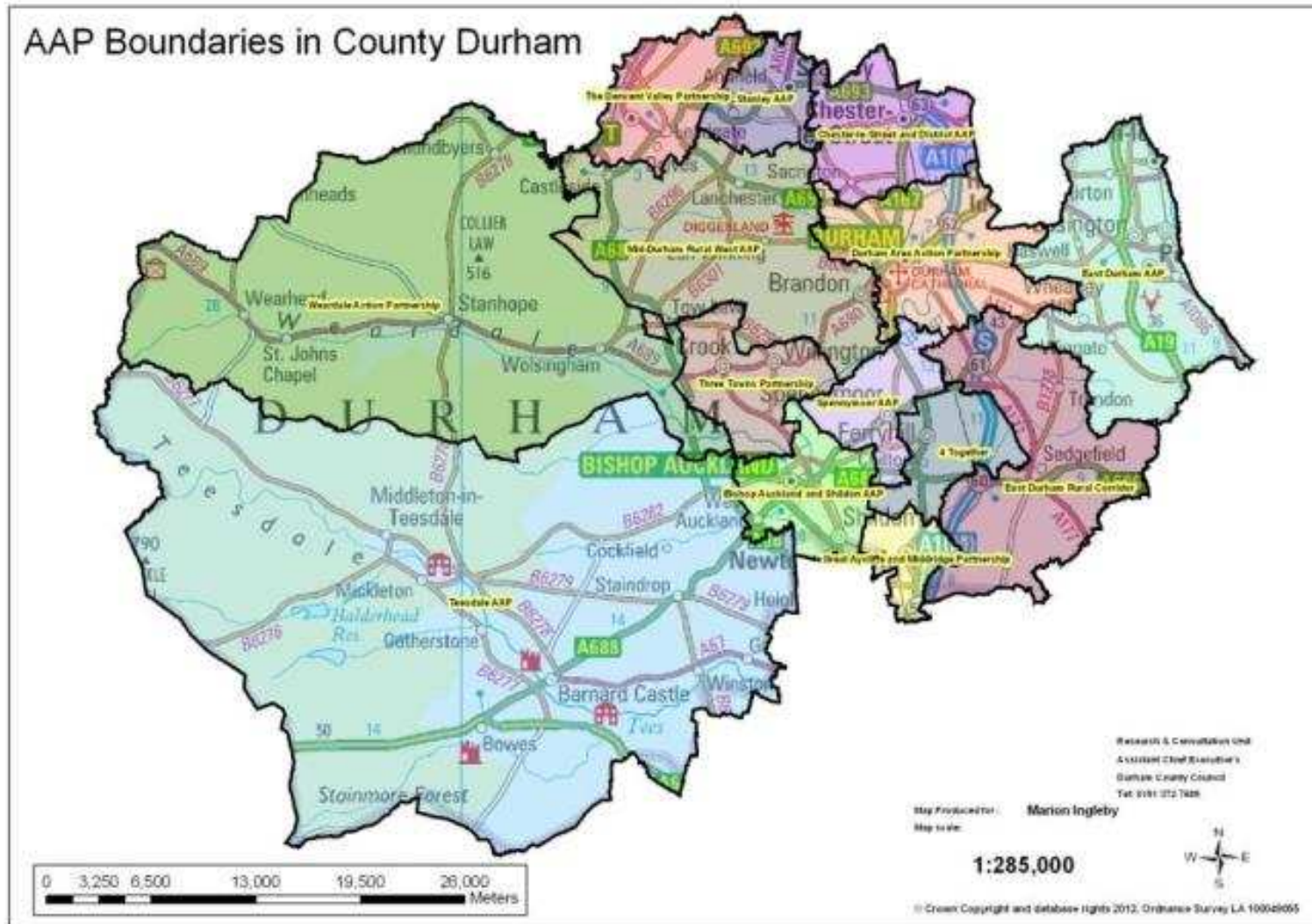
6th priority for the council:

- Altogether better council

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New community engagement mechanisms - AAPS



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Key successes

- Revamped strategy and performance management system focusing on regeneration
- Customer access points and co-location
- Improved access to services
 - Single telephone number
 - Single website
 - Access anywhere in the County
 - More online services via CRM
- Service improvements
 - Common allocations policy- choice Based Lettings
 - Countywide homelessness prevention
 - Expanded green waste collections
 - Assisted bin collections
 - Key fees and charges harmonised
 - Integrated planning service
 - Taxi licencing harmonised and enhanced

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Taking everyone with us – staff morale

Internal survey 2013:

- 98% of employees have sufficient information and resources to work effectively
- 97% know what is expected of them
- 91% felt free to express their views to managers
- 89% said that they would speak highly of the council outside of work
- 85% felt they are recognised and valued

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Reflections

- Being clear on vision and keeping the focus on the community
- Establishing clear leadership
 - Elections and mandate
 - Chief Executive and management team
- Establishing clear internal communication channels across different organisations
 - 'New Era' website to provide open channel accessible to all
 - Joint newsletters and staff communications
 - Committing to milestones and timeframes for staff
 - Stressing continuity though the creation of a new authority

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Reflections

- Prioritising what needs to be done for vesting day and what can happen down the line
 - ‘It is possible to eat an elephant, just not all in one go’
- Establishing clear lines of accountability for district HQs
 - Locality officers
 - Tracking and consideration of issues
- Provided the basis for strong response to austerity

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Key achievements

- Brought eight councils together while maintaining performance across the board.
- Responded to austerity – saved £185.7m to date and on track to save nearly £209m by the end of this year.
- Created new model of community engagement.
- Award-winning community assets transfer programme helped to retain almost 100 community centres and also transferring leisure centres and a golf course.



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Key achievements



this is
durham
place of light



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Key achievements



- Digital Durham broadband rollout



- Helped over 1,300 families

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- Housing stock transfer



- Educational attainment



Key achievements



- Lumiere



- Bishop Auckland Food Festival



- Tour Series cycling



- Brass



- Gospels



- The Ashes

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Key achievements

- Youth offending – rates and awards
- Customer Access Points
- Town centre regeneration
- Apprenticeship and employability programmes



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Key achievements



LGO Awards 2014 Council of the Year

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Questions



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Implementation of Cornwall's Unitary Authority

Cllr Adam Paynter
Leader – Cornwall Council

30 November 2018



Background

| County council | Districts and borough councils (combined) |
|---|--|
| £600m budget | £100m budget |
| 18000 staff | 2000 staff |
| 82 members | 249 members |
| 800 buildings | 300 buildings |
| Functions: education, social care, fire, adult education, transportation and highways, public protection, waste disposal, public transport, planning, economic development, environment and heritage, coast protection, support services, | Functions: licensing, housing, leisure, council tax, benefits, waste collection, public protection, public transport, planning, economic development, environment and heritage, coast protection, support services |

Parish and town councils

- 209 parish and town councils (now 213)
- Varied considerably, for example:
 - Truro City Council
 - £1m budget
 - 25 staff
 - 24 members
 - 5 committees
 - Functions: community buildings, parks/open spaces, allotments, cemeteries, tourist information
 - Michaelstow parish council
 - No budget
 - No staff
 - 1 annual meeting

Leading to the vote

- Districts bid
- County bid
- Joint services district project - £600,000
- Remote county/old fashioned
- Promises made

So what promises?

- Devolution to Town & Parish Council's and Community Networks
- Eliminate duplication – especially street cleansing/waste
- Stronger voice
- Efficiency
- £17m saving

Vote at Cornwall County Council

- Consultation – negative
- Parish and towns – neutral
- Partners – positive
- Government support – positive
- Districts view – negative
- Vote won by 10 (82)

The team pre vote

- Deloitte
- PWC
- One Cornwall team
- Office of the Deputy Prime Minister

The team post vote

- One Cornwall team
- Districts/county council appointments
- Roles advertised – December (April go live)
- Deloitte
- Joint implementation executive (with CALC as observers)
- Chaired by Leader of Cornwall County Council

So leading to go live...

- Assets
- Baselining
- Communications
- Service function list
- Service specifications
- Structures
- Budgets
- Governance
- Harmonisation outlines
- Continuing authority
- Elections May

Recruitment (Dec – April go live)

- 1 Chief Executive
- 1 Assistant Chief Executive
- 6 directors
- 32 heads of service
- December/January 2008/09

Day 1

- Children's services intervention
- Fire services intervention
- Airport shut
- Value for money – 1
- District bankrupt
- Housing CPA – poor

The early years

- Fix, prepare, transform, excel
- Structure changes
- Osborne cuts
- Backwater to frontrunner
- Finding focus – economy vs local
- Leadership challenges
- Governance changes

We achieved

- £170m savings
- Service adjustments
- Service improvements
 - Fire
 - Children's – good
 - Value for money – AA+
 - Underspent – 9 years
 - Invested in adult social care £4m year on year
- £700m capital programme

And we've changed

- 1 Chief Executive
- 5 Strategic Directors (and a Director of Public Health)
- 18 Service Directors
- CORSERV - £290m/£6m profit:
 - CORMAC
 - Cornwall Development Company
 - Newquay Airport
 - CORSERV
 - Cornwall Housing
 - Wavehub

Council Leadership Team

October 2018



Kate Kennally
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Melanie O'Sullivan (Interim)
Service Director - Assurance (Monitoring Officer)
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Adam Wilkinson (Interim)
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And of course the only county unitary devolution deal

Which means...

- Transport
- Economic development – Intermediate Body
- Skills
- Culture/heritage
- Energy
- Health and social care integration
- Property
- Business support

...and continuing to work on opportunities

Challenges

- Different cultures
- Tight timescales
- Managing expectation
- Bad press
- Pockets of resistance – staff and members
- Workload
- Joint teams
- Project/risk management
- Communications
- Involvement and engagement
- Enthusiasm and belief

Lessons

- Logo
- Separate team
- Firm leadership
- Appointments then design
- Don't go for big bang
- Local vs strategic
- Expect problems
- More capacity
- Efficiencies much greater than you expect
- Engage town and parish councils and voluntary sector

**Yes it is worth it –
remember the residents!**

Questions?

- Please note our unitary bid and associated background documents are available to view on our website: www.cornwall.gov.uk

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