

# 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
- Baselineing
- 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



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

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