



IMPLEMENTATION OF CORNWALL'S UNITARY AUTHORITY

Paul Masters

Chief Executive : Council of the Isles of Scilly

My Role

- ❑ Assistant– North Cornwall District Council/Interim Assistant Chief Executive – Cornwall Council
- ❑ One Cornwall policy lead
- ❑ Cornwall Council
 - Assistant Chief Executive
 - Interim Chief Executive
 - Corporate Director for Communities and Organisational Development
 - Corporate Director for Economy, Enterprise and Environment
 - Strategic Director for Neighbourhoods
- ❑ Chief Executive – Isles of Scilly Council

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 & 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

The Team Pre Vote

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

So Leading to go Live...

- ❑ Assets
- ❑ Baselining
- ❑ Communications
- ❑ Service function list
- ❑ Service specifications
- ❑ Structures
- ❑ Budgets
- ❑ Governance
- ❑ Harmonisation outlines
- ❑ Continuing authority
- ❑ Elections May
- ❑ Council tax harmonisation – mid

The Team Post Vote – July 2007

- ❑ 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

Day 1 – Surprises

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

The Early Years – New Culture - One Council

- ❑ 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 – 6 years
 - Invested in adult social care £4m year on year
- £700m capital programme

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



Questions?

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