



Insights into Local Government Reorganisation

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Service Director Customer and Business Operations
(Deputy Chief Operating Officer)

March 2025



A bit about me...

- ➔ Cornish Born & Bred (Jam First)
- ➔ Worked at Restormel Borough Council for 20 years pre unitary
- ➔ Ended my Borough Council Career as Head of Performance, Exchequer & Revenues
- ➔ Started my Cornwall Council career as Head of Revenues & Benefits in 2008
- ➔ Currently Service Director Customer & Business Operations (Deputy Chief Operating Officer)



Pre-Unitary Cornwall - 5 District Councils, 1 Borough Council and a County Council.....



Some pre-unitary info...

- ➔ 500,000 Residents
- ➔ Cornwall County Council 82 Members
- ➔ District/Borough Councils 239 Members
- ➔ Town and Parish Councils 209
- ➔ Services Provided
 - County – Children and Young People, Adult Social Care, Fire, PT& E, Highways, Environment, Heritage, County Farms, Public Services, Libraries, Archaeology, Waste, Emergency Planning, Transport and Archives, Legal, Democratic and Corporate Services.
 - Districts - Planning, Housing, Car parks, Waste Collection, Environmental Health, Licensing, Tourism and Leisure, Street Cleaning, Legal, Democratic, Revs& Bens and Corporate Services.



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Timeline...

- ❑ Local Government White Paper November 2006
- ❑ 2 bids submitted in January 2007
- ❑ 1 bid approved for consultation in March 2007
- ❑ Bid approved July 2007
- ❑ New Council Start April 2009



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Some of our Unitary promises

- One Stop Shops
- Electronic access to services
- Community leadership
- Community Networks
- A new relationship with the Town and Parish Councils
- Improved partnership working
- Consistent policies and approach
- Value for money and savings



The Estimates

- ❑ Bid identified an estimated one-off cost of £19.3m
- ❑ Ongoing annual savings of £17.2m
- ❑ It could pay for itself within 2 years
- ❑ Decisions to be made about scale of efficiency and use of savings

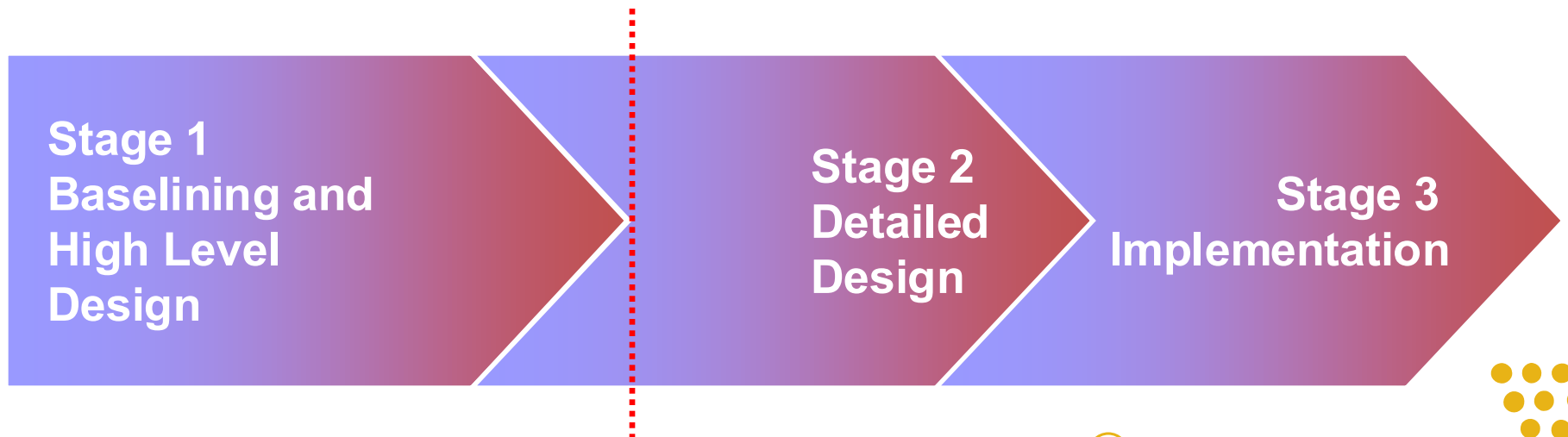
Programme Governance

- ❑ Joint County-District programme team
- ❑ Implementation Executive
- ❑ Joint scrutiny arrangements
- ❑ Engagement of key stakeholders and the public
- ❑ Tightly controlled programme
- ❑ External challenge - Audit Commission



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3 Implementation Stages...



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Pre-April 2009 Deliverables

- Implementation plan
- Appoint Chief Executive and Corporate Directors
- Set budget
- Organisational Head of Service structure
- Appoint Heads of Service
- Establish One Stop Shops
- Staff transfer



6 week Critical Milestone Plan (Version 2.8)

Day 1

Corporate & Programme Activities

Services & Associated Projects

Milestone Areas	February			March				April
	w/c 9 Feb	w/c 16 Feb	w/c 23 Feb	w/c 2 Mar	w/c 9 Mar	w/c 16 Mar	w/c 23 Mar	w/c 30 Mar
Governance	Boundary commission submission (11)	Full Council Budget Setting (17), Election outcomes (18), Boundary Commission outcomes (20)	Housing allocation policy agreed (25), Constitution planning paper goes to I.E. (25), Parking tariff agreement (25)	Delegation Framework (4)	Meeting schedule for planning and Licensing Committee complete (10)		Full Council Meeting to Review Member Remuneration (24)	Alcohol & Gambling Licensing policy agreed (24)
Programme Events		Star Chambers (17), Client event (17), Client event (19)						Development Control Committee (consideration of CRC planning application) (24), CLT (26), CLT (31)
Key Meetings		CMB (16)	CMB (24)	Governance Group (4), Informa I.E. (5)	CMB (10), CLG (11)	CMB (17), F&P Group (17), Real F&P (17)	CLT (24), IE (25), CLT (26)	CLT (31)
Contingency		Out of hours issue identification snapshot (19)	Agreement made for handling out of hours calls (24), Implementation (25), Out of hours service response requirements defined (26)		Help desk infrastructure in place & resources appointed (13), Dispatch service A-Z guide (13)	Real F&P (under new organisational structure) Exact date TBD based on tide times (17)	Test out of hours set up (24)	Avian Flu and Exotic Animal Health Plan test (under new organisational structure) (25)
Communications			Day 1 Readiness: FAQs (27)	New Council website content ready for Review (27), Bus rear ads go live (27)	Bill boards go live (9), Dispatch service A-Z guide (9)		New Council website content reviewed by all Services & approved by Communications (20), Intranet testing (23)	Day 1 launch events (27), Intranet launch (27), New Council website go live (27)
HR			Appoint new health and safety project lead (27), Help desk safety representatives (27)	Appoint new health and safety assimilation stat. (Policy & Perf.) (27), Staff notified of assimilation (27), CR Notices issued (27)	Help desk infrastructure in place & resources appointed (13), Dispatch service A-Z guide (13)	Train new health and safety representatives (20), Identify impact on Employees (ICT) (20)	Confirm School Staff in Post (CSF) (27)	Help desk resources trained (27), Staff Notified of Assimilation Status (Dem Serv) (27), Staff Notified of Assimilation Status (PH&P) (27)
Payroll			All District staff on Trent and all CCC staff loaded into system (minus exceptions) (27)	1st parallel run for final group complete (27)	CMB confirm next milestones for payroll (17)			
Revs & Bens	Produce NDR estimate (10)	Referencing complete (13), Council tax confirmed (17)	Alignment of benefits policies and procedures (27), Provide printing vendor with Council tax information (27)	Annual billing processing finishes (27), Start printing council tax bills (27)	Dispatch Council tax bill (14), Finish printing Council tax bills (14), Standard reporting and District access tested (14)	Finalise the additional policies and procedures (17), Get delegated authority for Rev and Bens service (17)		
Financial Accounting (Finance)			Correct postings of district financial transactions tested (20)		Correct postings of remaining districts (23)			Financial Accounting user training complete (27)
Accounts Payable & Sundry Debt (Finance)			Test debt extract routines (27), Test access in each District (27)	Post go live support agreed and communicated (27), Extract process proven (27)	Great live environment for supplier check and set up (13)	Confirm lifeline direct debit collection procedure (13)	AP & AR user training complete (27)	
Income Mgt/ Cash Receipting (Finance)		Implement ACR, e returns and AIMS at County (16)		Implement, pay, net, e returns and AIMS at Districts (9), Test on-line payment facility (9)				
Bank Contract Implementation (Finance)		151 officer confirmed (17)		Council resolution passed to bank for possessing (6)				NatWest confirm BACS Credit and Debit set up & working including website processing (40)
Democratic Services & Elections		Process Specialist Resource appointed (18)		Confirm Governance arrangements (9), Initial Assurance meeting with Electoral Commission & AEA (10)	Confirm Governance arrangements (16), Order of elections laid in Parliament (17), Ballot paper & postal vote contracts signed (17)	Common processes documented (20), New processes rolled out to all staff (20)		House of Lords confirm ALL polling registers (31)
ICT Infrastructure (ICT)			Service Desk/ common incident management processes & DB complete (27)	User security solution ready for 6/7 authorities (6), Help line numbers set up (6)	Communicate incident management structure & processes (14), 6/7 authorities using the same com.wall.gov.uk email address (14)	NCDC security (14), NCDC email solution ready (14)	Penwith email solution ready (27), Test incident management structure & processes (27)	Increase bandwidth for One Stop Shop (1)
Property		Complete planning for a standard post management facility (13)		Define Facilities Management reactive maintenance process (3)	Reactive FM roles agreed (13)	Staff resources confirmed for post (16)	New post resources in place and trained (27)	Property Handbook published (27)
Customer Services		New Customer Services staff identified (13)		21 One Stop shops refit complete (27), Existing staff trained (27)	Northgate live at 1st One Stop Shop (10)	Northgate goes live across 21 One Stop Shops/ One Stop (10)	300 numbers switched on (22)	All One Stop Shops open to public (31)



One Council serving Cornwall!



- ❑ The unitary Council was established on 1 April 2009 replacing the County Council and six district/borough councils with the aim of (1) providing a strong voice for Cornwall, (2) delivering devolution and (3) eliminating duplication.
- ❑ The Council is one of the largest in the country by population served and geography covered – with the most extensive range of services in the country.



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A difficult birth...

Cornwall ditches plan for new 'Don King hairstyle' logo

Cornwall Council has ditched plans for a new logo after critics said it resembled the hairstyle of the boxing promoter Don King.

By Jon Swaine

30 January 2009 • 7:00am

The emblem, which featured intertwined black and gold flames, was designed last summer in advance of the creation of the county's new unitary authority.

It prompted sharp opposition, with a petition against its use attracting the signatures of 10,000 residents. One told a BBC Radio Cornwall phone-in that it looked like Mr King's hairstyle.



A very difficult start in life...

- ➔ Children's services intervention
- ➔ Fire services intervention
- ➔ Council owned airport closed
- ➔ Value for money – rating of 1
- ➔ 1 former District effectively bankrupt
- ➔ Housing CPA – poor



The early years...

- ➔ ***Fix, prepare, transform, excel***
- ➔ Structure changes
- ➔ Osborne's age of austerity
- ➔ Backwater to frontrunner
- ➔ Finding focus – economy vs local
- ➔ Leadership challenges
- ➔ Governance changes



Reaching adolescence [pre pandemic]...

- ⇒ £170m savings
- ⇒ Service adjustments
- ⇒ Service improvements, incl. Fire and Children's services
- ⇒ Value for money – AA+
- ⇒ Underspent – 9 years in a row
- ⇒ Invested in adult social care £4m year on year
- ⇒ Delivered a £700m capital programme



THE CORNWALL PLAN

2020~2050

GYLLYN WARBARTH CREATE A FAIRER, MORE TOGETHER WE CAN INCLUSIVE CORNWALL...



A CREATIVE, CARBON ZERO ECONOMY. In 2050, no-one in Cornwall is unwillingly out of work, and all jobs are paid at least the real living wage, ending in-work poverty. We produce four times as much renewable energy, creating green jobs to power the decarbonised economy.

SUSTAINABLE FOOD, LAND AND SEAS. In 2050, no child depends on food banks for good nutrition, and sustainably produced Cornish food and drink is highly sought after. Cornwall is growing nature with twice as much land and four times as much inshore waters in active management for environmental gain.



GYLLYN WARBARTH
TOGETHER WE CAN



THRIVING PLACES WITH DECENT HOMES. In 2050, street homelessness in Cornwall is ended, and every child has a secure home to grow up in. Vibrant towns and villages are well-connected so people can easily access what they need to live, work and play, with twice as many journeys made by green and active travel.



AND TOGETHER WE CAN CREATE A CLEANER, GREENER CORNWALL

EDUCATION, EQUALITY AND ENTREPRENEURSHIP. In 2050, every child in Cornwall starts school ready, with an equal chance to achieve a bright future. People of all ages can reach their potential with great lifelong learning and business support, and Cornwall is united in tackling all forms of discrimination.

HEALTHY, SAFE, RESILIENT COMMUNITIES. In 2050, no one in Cornwall feels lonely, and people live well for longer, enjoying good health for at least five extra years of their lives. Cornwall is the safest place in the country, and compassionate communities are helping each other to live, learn and age well.



A DIGITAL REVOLUTION FOR SUSTAINABLE LIVING. In 2050, everyone is digitally included and Cornwall is one of the best connected places in the world, making it the natural place to grow great business. Cornwall is at the forefront of using smart technology to help people live well and connect with social networks and services.

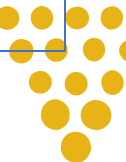
Leading in sustainable living for the wellbeing of future generations

Cornwall and Isles of Scilly
Leadership Board



Personal Reflections...

- ➔ Don't underestimate the work involved
- ➔ Needs a strong Programme Team
- ➔ Design Senior Leadership structures and appoint asap
- ➔ Gold Silver or Bronze standard
- ➔ Everyone thinks their way of doing things is the best!
- ➔ Significant benefits but also cost
- ➔ Focus on Day 1 - Make sure the essentials work
- ➔ Probably the most enjoyable period of my career!





Thank you / Meur ras

If you have any questions or comments

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