

# Devolution of Discretionary services The progress in Cornwall so far.....

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## **Background**

- Rurally dispersed population of 530,000
- Unitary in 2009 previously Cornwall County Council and 6 District Councils
- 123 Cornwall Council Members
- History of "political coalitions" and of in-house service provision
- 213 Town and Parish Councils
- Vibrant VCSE community
- Low-wage economy / high % SMEs

#### **Current Context**

- Cornwall Council facing £196M budget savings
- Pressure on discretionary community based services
- Some externalisation of services
- Closer working with TPCs / VCSE
- "One Public Estate"
- Infrastructure investment
- 160+ Agency Agreements with TPCs
- 50+ Neighbourhood Plans being developed
- 80+ Community assets listed
- 80+ Community Emergency Plans in place / being developed

## Preparing the landscape

- Create the right overall culture build Trust
- Promote local collaboration
- Recognise that every community is different
  - Local ambition?
  - Local partnerships and collaboration?
  - Trust of local community?
  - Local capacity?
- Carrots work better than sticks
- Culture of peer support
- Recognise it takes time

## **Developing the Culture**

- Close working relationship with CALC and SLCC
- SLA with CALC
- Critical friend
- Joint training partnership
- Representation on Devolution Board
- Attendance at officer meetings
- Evidence to Devolution Policy Advisory Committee
- Support to Community Link Officers
- Thematic forums Planning, Waste, Transport

## Capacity Building and Challenge

- Challenge around promoting need to improve capacity promoting awareness
- Utilise European Funding
- Producing checklists / model specifications
- Creating local support peer support groups
- Communicate benefits and successes!
- Local accountability complimentary representative and participative democracy
- New model(s) of governance and delivery
- General Power of Competency

## Cornwall's Devolution Framework



## **Devolution Framework - 6 Options**

- Option 1 Influencing / Monitoring
  - > Street Cleansing
- Option 2 Joint / enhanced delivery
  - > Environment, Traffic Enforcement
- Option 3 Agency Agreements, Licenses
  - > Grass cutting, roundabout sponsorship
- Option 4 Delegated Delivery
  - > Formal gardens, Libraries, One Stop Shops
- Option 5 Services cessation
  - > Public Conveniences, allotments
- Option 6 Retained
  - > Winter maintenance, coast protection

## **Devolution Challenges**

- Identifying "true" current costs operational & management
- Conflicting priorities income earning assets for individual services v. wider overall council savings
- Resources to undertake this work an additional activity to the traditional 'core offer'
- Negotiations take time and need continuity
- Capital injections can assist in driving proposals forward that might otherwise fall
- Balancing the views of social value v. capital receipts v. revenue costs

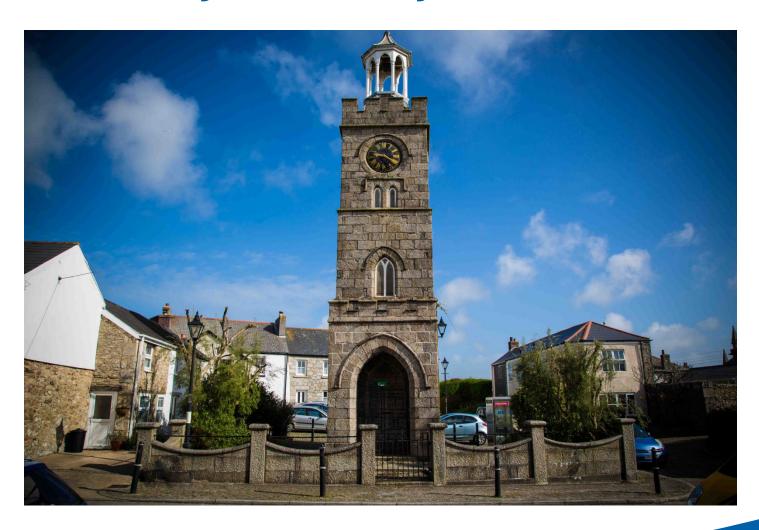
## Case study - Tintagel Visitor Centre



## Case study – Municipal buildings, Falmouth



## Case study - St Day clock



## Case Study - Jubilee Pool, Penzance



## Case Study - Portwrinkle







## **Unintended Consequences**

- Waste Contract
- To "value" or not to "value"
- "Swiss cheese" effect
- Car Park Orders and enforcement
- TUPE and pensions
- Insurability

### The Future?

- Changing role of Town / Parish Councils
- Changing role of Parish Clerk Parish Manager?
- Raising appreciation of the role (£) of the Clerk!
- 4 year business plans?
- Govt. Funding Our Place, Power to Change etc.
- General Power of Competence
- Arms length trading opportunities?
- Formal / informal mergers/ clusters?
- Different local aspirations, money, capacity, social capital differ

### In conclusion

- There are competing priorities within Cornwall Council, with partners and within the community.
- Long term v short term
- Devolution TAKES TIME and requires willingness, resources, time, capacity and skills that only some local councils possess
- Confidence grows incrementally within a community and lead to larger projects being tackled.
- The devolution process requires dedicated staff internally and community support externally.
- Each community is different!



# The Sky is the Limit!!

#### **Contact details**

#### Website

 http://www.cornwall.gov.uk/community-andliving/devolution-giving-communities-more/

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