

10. TRANSITION ARRANGEMENTS

10.1 Introduction

Government has indicated that the full transfer of functions to a single authority in Cornwall would take place in April 2009. The democratic and corporate core of the new organisation would be operational from that date, with members having been elected in May 2008 and having the powers of a shadow authority to oversee preparations for implementation.

However, although it is anticipated that a number of services will have been redesigned and will be integrated with effect from the vesting day of the new authority, this will not necessarily be the case for all services. The new authority will adopt a phased approach to implementation of the reorganisation to ensure a smooth transition and continuity of service delivery to the public, whilst ensuring payback of transition costs within a reasonable period.

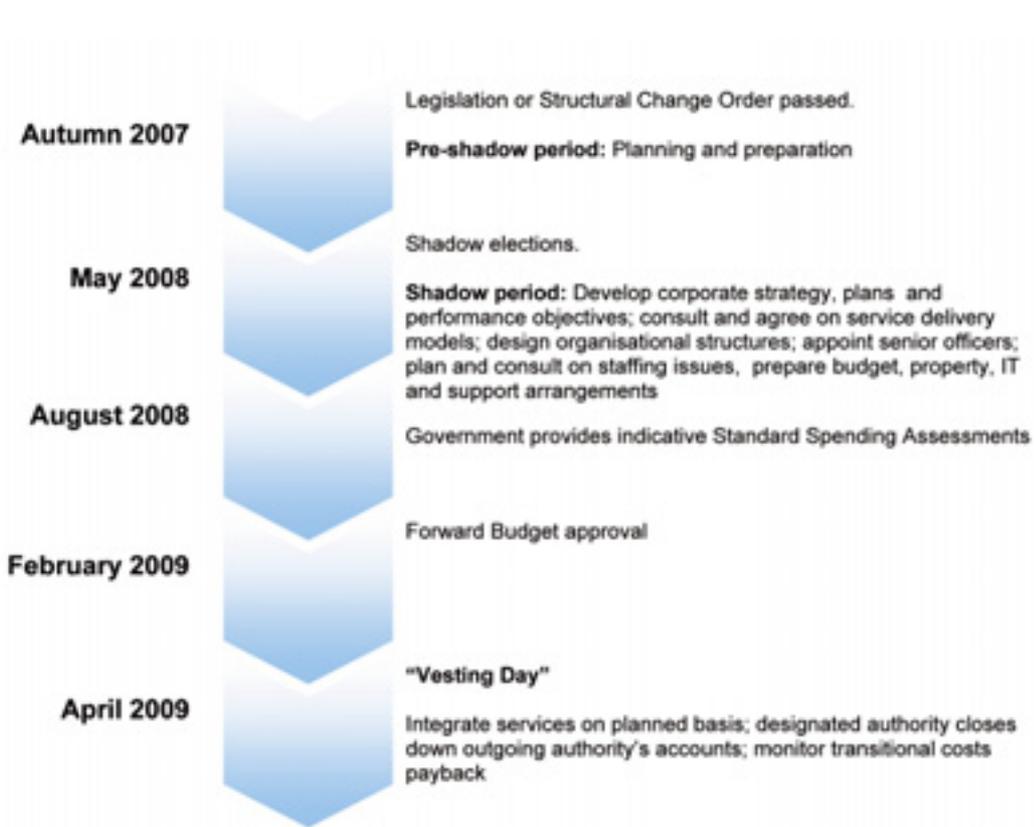
10.2 The process of reorganisation

It is likely that government will require the process of transition to follow the legislation and guidance previously issued in relation to previous reorganisations in England, Wales and Scotland. Whilst the model of transition is likely to require the transfer of functions to a continuing authority, there is a commitment in Cornwall to ensuring that all parties concerned are able to influence the transitional arrangements. This will involve the establishment of an appropriate transition team to oversee the reorganisation process, reporting to the new shadow authority.



The diagram below depicts how a phased approach to implementation could progress:

Figure 6: The process of reorganisation





The transition team would prepare a transition management plan, designed to lead the process, manage risks and minimise disruption. This team would include members and senior managers from the county and district councils in Cornwall. Key aspects of the plan would include:

- strategy and leadership,
- service redesign,
- business continuity,
- financial management,
- governance,
- communication,
- staff retention,
- staffing and appointment strategy, and
- stakeholder engagement.

10.3 Service redesign

Part 2 of this bid outlines our aspirations to improve local authority services in Cornwall. In some instances this would not require dramatic alterations to the current models of service management and delivery. In others, fundamental changes would need to be instigated.

The process of service redesign and integration would be managed by the transition team, described above, reporting to the shadow authority. Wherever possible, service delivery models and organisational structures would be prepared in advance of the vesting of the new authority. This would enable integration of a number of functions from the 1st April 2009. Phased integration of other services would take place after 1st April 2009 but in a timeframe consistent with the payback period for transition costs. This managed approach to service redesign and integration would secure maximum benefit for the people of Cornwall while minimising the likelihood of disruption to services and strategic projects.