

# 12. OTHER COSTS

## 12.1 Trading Accounts

**A number of in-house or arms-length trading entities have been set up by all the councils in Cornwall to deliver services. These include**

Leisure services

Fleet services

Catering services

Grounds maintenance

Cleaning services

Highways management services

Waste management services

Property maintenance

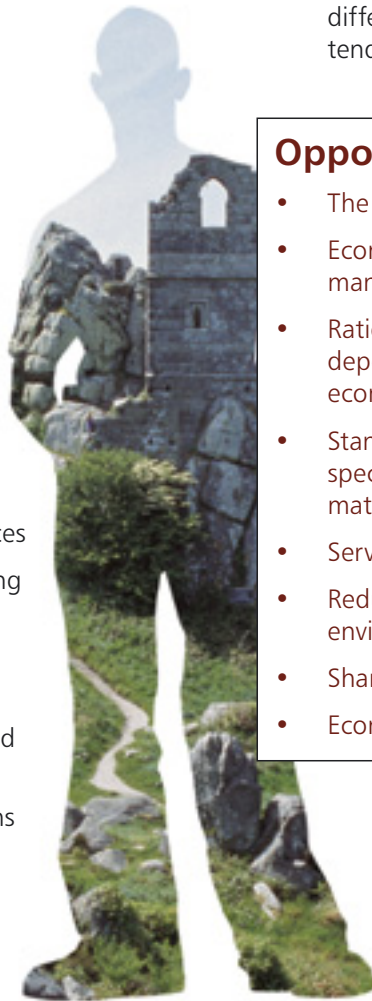
Current issues are

- Public lack of understanding of who does what / responsibility for which services
- Duplication of activity, carrying out similar functions (Litter/ leaves etc).
- Procurement duplication
- Utilisation of plant, labour and depots
- Different terms and conditions throughout the county and district councils

- Support functions duplicated, back office, HR, IT etc
- Different systems, standards, procedures etc
- Various contractual arrangements for services, different standards, contract monitoring, tendering by the suppliers increasing costs

### Opportunities for Improvement

- The potential for mergers
- Economies of scale with local delivery and management
- Rationalisation of management structures, depots, support functions and back office by economies of scale
- Standardisation of plant, equipment, specifications and treatment of health and safety matters
- Service improvements
- Reduction in travelling – positive impact on the environment.
- Shared training and best practice
- Economies in procurement



Appendix to Section 4: Housing Table 1

LANDLORD FUNCTIONS		ENABLING ROLE			SUPPORT SERVICES
HOUSING MANAGEMENT	HOUSING RENEWAL/ REGENERATION	HOUSING NEEDS	HOUSING STRATEGY/ DEVELOPMENT	HOUSING RESOURCES	
<p>Responsive Repairs</p> <p>Planned maintenance</p> <p>Rent collection</p> <p>Housing Management duties:</p> <ul style="list-style-type: none"> <li>• Debt/tenancy enforcement (NSPs, evictions, ASBOs)</li> <li>• probationary tenancies,</li> <li>• tenant involvement</li> </ul> <p>Provision of supported housing (sheltered housing, hostels etc) and housing related support services</p> <p>Decent Homes standard – options appraisal</p> <p>Community cohesion and respect agenda</p>	<p>Private sector renewal; home energy efficiency, healthier homes, improvement grants, enforcement powers</p> <p>Empty homes strategies</p> <p>HMOs</p> <p>HECA strategy</p> <p>Decent Homes standard</p> <p>Disabled Facilities Grants</p>	<p>Homelessness/housing advice:</p> <ul style="list-style-type: none"> <li>• homelessness prevention services,</li> <li>• housing options advice</li> <li>• homelessness advice and assistance (including temp accommodation and storage of furniture/belongings)</li> </ul> <p>Housing waiting list:</p> <ul style="list-style-type: none"> <li>• choice based lettings (waiting and transfer lists)</li> <li>• nominations to RSL</li> <li>• Homeswap scheme</li> </ul> <p>Voluntary sector grants</p>	<p>Affordable homes strategy:</p> <ul style="list-style-type: none"> <li>• Annual Development Programme &amp; other funding and planning opportunities</li> </ul> <p>Decent Homes standard</p> <p>Social rented – ADP, via RSLs</p> <p>Policy and strategy:</p> <ul style="list-style-type: none"> <li>• housing condition surveys</li> <li>• housing strategies, equality and diversity</li> <li>• housing research</li> </ul> <p>Performance – business planning</p>	<p>Housing Benefits/Council Tax Benefit functions</p> <p>Finance Team to oversee HRA and General Fund</p> <p>Training Team/HR Team</p>	



Response to the Local Government White Paper:  
Invitation to submit proposals for restructuring



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