

Central
Bedfordshire
Council
Priory House
Monks Walk
Chicksands,
Shefford SG17 5TQ



**TO EACH MEMBER OF THE
EXECUTIVE**

04 February 2016

Dear Councillor

EXECUTIVE - Tuesday 9 February 2016

Further to the Agenda and papers for the above meeting, previously circulated, please find attached the following additional information/report:-

9. Budget 2016/17 and Medium Term Financial Plan

Attached is Appendix K, the comments/recommendations from the Overview and Scrutiny Committees. Please note that the recommendation(s) from the Children's Services Overview and Scrutiny Committee and Appendix A will be circulated at the meeting.

11. Budget for the Housing Revenue Account (Landlord Business Plan)

Attached is an additional recommendation.

24. Five Year Plan Performance Monitoring

Attached is the Five Year Plan performance monitoring report.

Should you have any queries regarding the above please contact Mel Peaston, Committee Services Manager on Tel: 0300 300 6076.

Yours sincerely

Sandra Hobbs
Committee Services Officer
email: sandra.hobbs@centralbedfordshire.gov.uk

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Subject: Overview and Scrutiny Committee comments on the draft Budget 2016/17, Medium Term Financial Plan (MTFP), Capital Programme and Housing Revenue account reports

Summary: This summary provides Members with the draft recommendations of the Overview and Scrutiny Committees (OSCs) during their consideration of the above reports during January 2016.

Children's Services Overview and Scrutiny Committee

1. Minutes of this meeting will be circulated at the Executive meeting.

Corporate Resources Overview and Scrutiny Committee

2. The Committee NOTED the report and endorsed the proposed efficiencies as detailed within the Draft Budget, acknowledging the strong position with regards to debt repayment measures in the HRA.

Sustainable Communities Overview and Scrutiny Committee

3. The Committee NOTED the report and endorsed the proposed efficiencies as detailed within the Draft Budget, recognising possible changes to figures in light of the government settlement.
4. The Committee also RECOMMENDED that a further report detailing final figures be brought to the Committee in March 2016.

Social Care, Health and Housing Overview and Scrutiny Committee

5. The Committee NOTED the pressures and efficiencies across Public Health and within the Social Care, Health & Housing directorate and the proposed delivery of the latter to meet budget constraints.

The Committee also RECOMMENDED the following:-

6. That reserves needed to be replenished from time to time to help meet deficits;
7. That the general approach concerning the General Fund Revenue budget, Medium Term Financial Plan and the Capital Programme be agreed; and
8. That the Committee notes the inconsistencies in rents across the range of facilities and the challenges presented and that representations have been made to local Members of Parliament. The Committee otherwise agrees to the proposals set out regarding Housing Revenue Account budgets.

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Central Bedfordshire Council

EXECUTIVE

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Budget for the Housing Revenue Account (Landlord Business Plan) – additional recommendation

Reason for this additional recommendation

1. Since the July 2015 announcement of a 1% rent cut for social housing tenants there has been speculation that Supported Housing would be exempted from the 1% rent cut. On the 29th January 2016, it was announced that rents for Supported Housing can be increased by CPI + 1%, so by 0.9% assuming CPI in September 2015.
2. This was in recognition that Supported Housing units take up far more resources than general needs units, such as additional visits from officers.
3. It is therefore proposed to increase rents from Supported Housing accordingly so that the Council can continue to invest in this service.
4. This has the effect of adding £0.065M income to the Landlord Business Plan, which is not included in the figures presented with this report.

RECOMMENDATION

The Executive is asked to recommend to Council to approve the HRA budget proposals for 2016/17 including this additional recommendation as follows:

- 8. approve an average rent increase of 0.9% for supported housing tenants.**

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Central Bedfordshire Council

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Performance Monitoring for our New Five Year Plan

Report of Cllr James Jamieson, Leader of the Council
(james.jamieson@centralbedfordshire.gov.uk)

Advising Officers: Richard Carr, richard.carr@centralbedfordshire.gov.uk
and Deb Broadbent Clarke, Director of Improvement and Corporate Services
(deb.broadbent-clarke@centralbedfordshire.gov.uk)

Purpose of this report

1. For the Executive to consider a new model for monitoring performance against the recently adopted Five Year Plan.

RECOMMENDATIONS

The Executive is asked to:

1. **endorse the proposed suite of indicators to be reported to Executive in future.**

Overview and Scrutiny Comments

2. During December each of the Overview and Scrutiny Committees reviewed the proposed approach to defining the key performance indicators and milestones against which delivery of the Five Year Plan can be assessed.
3. Each of the Overview and Scrutiny Committees was invited to give their feedback on the overarching approach to programme and performance management and the key performance indicators that are particularly relevant to their area of focus.
4. Key messages emerging from the O&S process are as follows:
 - Broad endorsement of the model and recognition of the differentiation between key indicators and the plethora of driver indicators that support them.
 - Recognition that we must measure what is meaningful and avoid perverse targets.

- Specific suggestions on some areas of focus including the:
 - Need to include improvements to the existing network and well as developing new infrastructure.
 - Need to have clear measures on activity, sports and leisure in relation to wellbeing and to confirm the return on the Council's investment.
 - Need to include measures on both crime and fear of crime.
 - Need to have measures on housing that enable us to benchmark our performance nationally.
 - Need to think broadly about responsiveness so that it relates not only to speed but to the nature of the response (proactively taking responsibility for addressing the concerns or questions that have been raised).
- 5. There was support for those measures that were provisionally proposed and an acknowledgement that the performance regime would develop over time as new policies emerge, for example, the Parking and Public Transport Strategies were cited as examples of where further indicators may be suggested.
- 6. As a result of the feedback from the Overview and Scrutiny Committee process, an amended approach is recommended.

Background

- 7. As an organisation committed to continuous improvement, performance management has been critical to the Council since it was established in 2009.
- 8. A range of statutory and locally determined performance indicators and measures are monitored across our services. In total there are several hundred such management indicators which are reviewed regularly at an operational level.
- 9. At a strategic level, the Council has a basket of key indicators that relate specifically to its priorities, as identified in the previous medium term plan. These key indicators have been reported quarterly to Executive and subsequently analysed by the relevant Overview and Scrutiny Committees.

A Refreshed Plan

- 10. Following the elections in the spring of 2015, a new five year plan has been developed and was approved by Council in November last year.
- 11. The new plan represents an evolution of the Council's ambitions rather than a radical departure from its previous direction.
- 12. The Council's vision endures; to make Central Bedfordshire a great place to live and work.

13. To achieve this, the Council has agreed six priority outcomes as follows:

- Enhancing Central Bedfordshire
- Building stronger communities
- Protecting the vulnerable and promoting wellbeing
- Delivering great services to residents
- Improving education and skills
- Becoming an ever more efficient and responsive Council.

Looking Ahead

14. Whilst there may be further amendments to the suite of indicators that are to be reported, attached at appendix one is a proposed Executive scorecard which includes a number of key performance indicators and key milestones.

Reporting Arrangements

15. It is proposed that on a quarterly basis the key indicators and milestones will be reported to Executive and sections of those reports will be presented to relevant Overview and Scrutiny Committees.
16. Subsequently, updates will be published on the Council's website via a newly designed citizen portal, enabling members of the public and other stakeholders to view our progress

Reason/s for decision

17. The Council has refreshed its corporate plan priorities and in this context it is necessary for its performance regime to be updated.

Council Priorities

18. The proposed performance measures and reporting model is designed to ensure that the Council is in a position to effectively monitor its progress in delivering the priority outcomes included in its Five Year Plan.

Corporate Implications

19. Whilst a number of the priority outcomes relate to specific services and Directorates, overall the plan has implications for the entire Council and it is anticipated that the proposed performance regime will be relevant to all Members and senior officers in Central Bedfordshire Council.

Legal Implications

20. Whilst many of the performance indicators included in our scorecards are locally determined, a number are reported on in line with statutory requirements and as such must be retained.

Financial Implications

21. There are no financial implications arising from the decision to adapt the Council's performance regime. The resources associated with this process will be met from existing budgets.

Equalities Implications

22. Public authorities have a statutory duty to promote equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of nine protected characteristics; age disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Appendices

23. Appendix One – Draft Scorecard

Background Papers

24. None

DRAFT EXEC SCORECARD (Version-3.1.16)	Freq	Latest data	date reported	current target	DOT	RAG
Enhancing Central Bedfordshire						
Percentage of Central Bedfordshire residents satisfied with the local area as a place to live	Biennial					
Number of new Jobs	A					
Number of people in employment aged (16 to 64) (% above national average)	Q					
Average Earnings for Workers (£/week)	A					
Delivery of Key Infrastructure milestones	NEW					
New Homes completed	Q					
Town Centre Vacancy Rates	Q					
Facilities – capacity blended per head pop	NEW					
Percentage of Central Bedfordshire of residents agree that CBC is making the local area safer	Biennial					
Delivering Great Resident Services						
Perception of Council - Good quality services	Biennial					
Residual waste rates (Percentage of municipal waste sent to landfill)	Q					
Satisfaction with highways maintenance	A					
CBC's relative position re condition of roads	A					
Leisure and libraries facility usage rates	NEW					
Satisfaction with living environment	New Q in Biennial survey					
Customer Services - numbers of service failures reported	M					
Improving Education and Skills						
Achievement of 5 or more A*-C grades at GCSE or equivalent including English & Maths -ranking	A					
% of Young People in education, employment or training (EET)	A					
Employer Skills Gaps	A					
Published Ofsted School classifications (% good/outstanding)	Q					
Protecting the Vulnerable; improving well-being						
Children's Safeguarding – <ul style="list-style-type: none">Referrals as a percentage of the child populationPercentage of referrals of children leading to the provision of a social care service	Q Q					

DRAFT EXEC SCORECARD (Version-3.1.16)	Freq	Latest data	date reported	current target	DOT	RAG
Adults Safeguarding - number of customers we are in touch with/monitoring and percentage of alerts						
Premature Deaths (persons) per 100,000	A					
School Readiness - % of children achieving a good level of development at the Early Years Foundation Stage	A					
Average age of clients admitted to care homes	New					
Avoiding admissions to hospital (Non Elective Admissions)	Q					
Avoiding admissions to Care Homes (placeholder)	A					
Housing Extra Care	Q					
Percentage of Care Leavers (age 17- 21) in education, training or employment	Q					
LAC – School attendance	A					
Crime against the vulnerable (combined total of crimes against children, domestic abuse & hate crime)	Q					
A more efficient and responsive Council						
Perception of Council - Value for money	Biennial					
Perception that Council acts on the concerns of residents	Biennial					
Call wait times	M					
Time taken to process Housing benefit, Council Tax Benefit, new claims & change events. (Days)	M					
% of total interactions that are via the web	M					
Repeat issues (second calls or more to contact centre)	M					
Creating stronger communities						
Village care scheme performance	Q					
Volunteering measure	TBA					
Perception that people in the local area pull together to improve the local area	Biennial					
Perception that people can Influence decisions in their own area	Biennial					
Town and parish survey satisfaction	New survey to be undertaken					

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