

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



**TO EACH MEMBER OF THE  
CUSTOMER AND CENTRAL SERVICES OVERVIEW & SCRUTINY COMMITTEE**

12 October 2011

Dear Councillor

**CUSTOMER AND CENTRAL SERVICES OVERVIEW & SCRUTINY COMMITTEE -  
Monday 17 October 2011**

Further to the Agenda and papers for the above meeting, previously circulated, please find attached the following reports marked "to follow":-

15. Asset Disposal Programme 2012/13

To receive details of the Council's top 10 assets for planned disposal in 2012/13 together with background information relating to the Council's asset disposal protocol.

16. Shared Services

To consider a report outlining management progress in complying with Internal Audit's recommendations regarding the Council's Shared Services.

Should you have any queries regarding the above please contact Democratic Services on  
Tel: 0300 300 4175

Yours sincerely

Bernard Carter  
Corporate Scrutiny & Research Manager  
email: [bernard.carter@centralbedfordshire.gov.uk](mailto:bernard.carter@centralbedfordshire.gov.uk)

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**Meeting:** Customer and Central Services Overview and Scrutiny Committee  
**Date:** 17 October 2011  
**Subject:** Asset Disposal Programme 2012/13  
**Report of:** Cllr Maurice Jones, Executive Member for Corporate Resources  
**Summary:** The report proposes the detailed major asset disposal programme for 2012/13 and advises Members on the currently agreed Disposals/Acquisitions Protocol.

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**Advising Officer:** John Unsworth, Assistant Chief Executive - Resources  
**Contact Officer:** Ian Brown  
**Public/Exempt:** Exempt  
**Wards Affected:** All (within the whole programme)  
**Function of:** Council

## **CORPORATE IMPLICATIONS**

### **Council Priorities:**

1. The Asset Disposal Protocol sets out the Council's policy framework for the disposal of property assets. The Council's Disposal Programme targets over the medium term the disposal of surplus assets, the proceeds of which go towards supporting the capital programme, which in turn supports service delivery and improvement.

### **Financial:**

2. The Council's financial plans reflect the delivery of the programme for asset disposals, transfers and rationalisation or by more efficient asset use.

### **Legal:**

3. Section 123 of the Local Government Act 1972 gives local authorities a general power to dispose of land they hold in any manner they wish. Disposals must normally be made at the best price that can reasonably be obtained and there are restrictions in respect of the disposal of open space.

### **Risk Management:**

4. Each property will be assessed for risks during analyses for disposal.

### **Staffing (including Trades Unions):**

5. Not applicable.

### **Equalities/Human Rights:**

6. In developing the Asset Disposal Programme 2012/13 the Council must ensure that decisions are made in such a way as to minimise unfairness, and that there is not a disproportionately negative effect on people from different ethnic groups, disables people, and men and women.
7. The statutory equality duties must be exercised in substance, with rigour and an open mind. To ensure that they have combined with the equality duties, and to ensure that any decision made does not unfairly discriminate, public authorities should:
  - Carry out robust equality impact assessments and consult and involve relevant stakeholders as part of the decision-making process
  - Consider all relevant, available information in order to anticipate any likely negative impact and to seek to avoid that negative impact by taking alternative courses of action wherever possible
  - Keep an adequate record showing that they had actually considered their equality duties and pondered relevant questions.
  - Be rigorous in both inquiring and reporting to Members the outcome of the assessment and the legal duties. When decisions are made, decision makers must have the relevant data, including the results of equality impact assessment, and of consultation and involvement, to ensure they reach an informed decision.
8. The current short term Asset Management Plan includes a timetabled programme for the disposal of assets and each project will include the development of an equality impact assessment to ensure that the implications of each potential disposal are fully considered.

**Community Safety:**

9. The safety of all our properties and people who use them is paramount.

**Sustainability:**

10. The Disposals Programme brings quantifiable carbon reduction and related financial savings to the Council.

**Procurement:**

11. Not applicable.

**RECOMMENDATION(S):**

**The Committee is asked to:-**

1. **Consider the (top ten) disposals programme for 2012/13, and any comments, if seen to be required, are submitted to the Executive.**

**Introduction**

12. Attached as Appendix A is the commercially sensitive Asset Disposal Programme for 2012/13. Equality impact assessments will be prepared for each individual disposal.

13. The Executive Member for Corporate Resources, Councillor Maurice Jones, has agreed that this report is considered by the Overview and Scrutiny Committee and welcomes any comments which can then be submitted to the meeting of the Executive.

**Appendices:**

Appendix A – Asset Disposal Programme for 2012/13

Appendix B – Asset Disposals Protocol and Delegations as agreed by constitution Advisory Group.

**Background papers and their location:** (open to public inspection)

None

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**CENTRAL BEDFORDSHIRE COUNCIL**

**CORPORATE PROPERTY ASSETS DISPOSAL PROTOCOL**

**1. Introduction**

- 1.1 Central Bedfordshire Council (CBC) is committed to using its Corporate property assets in a corporate manner which realises their optimum benefit to the community and represents value for money. This requires proactive good practice management of the existing portfolio, a commercial approach to the development of new assets and the disposal of assets no longer required.
- 1.2 Where Corporate property assets are not meeting CBC's objectives then a process of rationalisation and disposal for surplus/under-performing property will be adopted that complies with the Government guidelines on Asset Management, meets CBC Corporate requirements and relates to Sustainable Communities plans for the area.
- 1.3 The adoption of this protocol will demonstrate that CBC are rationalising or disposing of surplus or under-performing assets, subject to market conditions and possible community use that may affect any such decision.

**2. Objectives**

- 2.1 The objectives of the protocol will be to optimise the proceeds from disposal for the benefit of CBC and its community.

**3. Definition of Surplus property**

- 3.1 Corporate property should be declared surplus if:-
  - a) It makes no contribution to delivery of the Council's services, either directly or indirectly, and
  - b) It does not generate sufficient income and
  - c) It has no potential for future service delivery or regeneration purposes and
  - d) It is not fit for purpose.
- 3.2 A site could be considered surplus if an alternative site has been identified which would achieve more cost effective service delivery and the existing site has no potential for future alternative service delivery or regeneration.
- 3.3 A site may also be considered surplus if a community body can more effectively deliver the objectives for managing the land and provide a sustainable Business Case to support the objectives.

#### **4. Definition of under-performing Corporate property**

4.1 Corporate property should be deemed to be under-performing if:-

- Part of the property is vacant and likely to remain vacant for some time
- The beneficial use, including any joint users and/or Total Place partners, or financial return (both revenue and capital growth including the effects of backlog maintenance) generated from the property is below that which could be achieved from an alternative use, or a disposal and alternative investment opportunity following a Whole Life Cost appraisal. A risk analyses will be carried out of all potential properties prior to any disposal.

#### **5. Disposal of non surplus or under-performing assets**

5.1 CBC may also dispose of property that is not formally classified as surplus or considered to be under-performing: to developers for regeneration schemes; to nominated registered housing associations for the development of affordable housing or local communities as part of its aims to benefit the community.

#### **6. Statutory powers**

6.1 In most cases CBC's power of disposal is contained in Section 123 of the Local Government Act 1972. This section provides that the consideration (price) should not (except in certain circumstances with the consent of the Secretary of State) be less than that which can reasonably be obtained.

6.2 Some concession to this principle is contained in the Local Government Act 1972, General Disposal Consent (England) 2003. Disposals to registered housing associations and some third sector bodies can also take place at less than the best price that can reasonably be obtained provided adequate benefit can be shown to the Council/Community.(The so called "well being powers")

6.3 Some property disposals are driven by statute rather than the identification of surplus assets, the most significant being the right to buy provisions in the Housing Acts and the transfer of the whole of the housing stock.

#### **7. External consents and formal notification of a disposal**

7.1 External consents are required to declare certain types of properties surplus i.e. schools where Department of Education and Sports Council consent is required and public open space that has to be advertised. Following any Executive Approval this process should be commenced at the earliest opportunity as it can take some considerable time to obtain these consents.

#### **8. Data Collection**

8.1 A corporate schedule of all Surplus property is held with the Corporate Fixed Asset Register held by Corporate Property.

## **9. Surplus Corporate property identification**

9.1 Disposals will arise in a number of ways: -

- Rationalisation programmes
- Local Plan designation and development of Local Development Framework
- Asset Management reviews
- Best value/efficiency reviews
- Service reviews declaring property no longer meeting operational needs or alternative (third sector) management
- Property has potential for development or redevelopment and service can be relocated
- Approaches from outside parties e.g. developer, adjoining owners
- Request from community, third sector or public body to the transfer of an asset (where disposal will result in more effective management of the land in keeping with CBC's objectives for the land) including small areas of vacant land.
- Where a statutory duty to transfer arises
- Requirement to fund the capital programme (as this may accelerate disposal timescales).

## **10. Suitability for other Council uses**

10.1 Before land and buildings are formally declared surplus, use for other council purposes should be considered. Services will be informed by Property Services as soon as possible that a property is to be declared surplus.

## **11. Transfer to the community**

11.1 A transfer should only take place, normally by way of a long lease, if it is supported by a robust business case; the proposed use for the property meets the council's objectives and community strategy; there is an agreed SLA and performance schedule with appropriate penalties for failing to meet the requirements; the lease to contain appropriate terms for maintaining the property; there is an agreed time-scale within which a disposal is expected to be completed and there is certainty of funding.

11.2 If the disposal is to be at less than best price that can reasonably be obtained then this needs to be considered against the authority's capital programme, the ongoing revenue commitments both in the cost of maintaining the property and staff management and the opportunity cost of a foregone open market disposal.

11.3 There may be legislative reasons for a legal transfer of property to another body, e.g. School Trusts, where CBC is obliged to transfer the asset that is used by the school for educational purposes to a newly formed Trust for no consideration.

**12. Site Investigation**

12.1 Once a property has been identified as surplus Corporate Property will establish whether there are any constraints on the site – legal, planning, statutory authorities, etc.

**13. Corporate Property disposals**

13.1 All disposals will be arranged and managed by the Corporate Property Officer. The Council should obtain the best consideration by the most appropriate method of disposal. (Best consideration does not necessarily need to be financial. e.g. The transfer of land to a Housing Association to provide Social Housing for the benefit of the Council.)

13.2 There will be regular progress updates with all stakeholders, portfolio holders and relevant members between a property being declared surplus and the completion of a disposal. In particular the party responsible for the day-to-day management of the property be kept regularly informed of developments to an agreed timetable.

13.3 The Council and other party/parties to the disposal need to work in a confidential and commercially sensitive manner until such time as the contract is completed.

13.4 Once declared surplus the Corporate Property Officer will be responsible for obtaining approvals to any disposal above the delegated authority, subject to Portfolio Holder agreement, including Executive Committee approval where appropriate, and to achieving best consideration.

13.5 In order that small transactions taking up too much time in relation to the capital return can be eliminated the following will apply:

Any application to purchase, all or part of, a parcel of public open space or amenity land, the total area of which is 100 square metres or less, be considered on the following terms:

- i. That the following list of extenuating circumstances be given priority;

<b>Extenuating Circumstances</b>	<b>Evidence Requirement</b>
Physical disability – pedestrian access	Medical certification
Physical disability – vehicular access	Disabled vehicle registration
Land subject to repeated misuse or vandalism	Police report
Land required by a statutory undertaker	Compulsory purchase powers in the background

- ii. Where applications to incorporate land into neighbouring gardens realises a reduction in CBC operating costs.

For any application meeting the above criteria for disposal:

- i. The Council's surveying, planning and legal fees be met by the applicant, including abortive costs on withdrawal from the sale.
- ii. The applicant be responsible, at their own risk and expense, for obtaining any third party consents. (For example, permission may be required from the original developer of the land.)

#### **14. Valuations**

14.1 A commercially confidential valuation of the property for disposal will be undertaken at the earliest opportunity in the process and continually reviewed through the disposal process. Where it is decided to negotiate in house a disposal to a single party, rather than offer on the open market, it may be appropriate to obtain a valuation from a third party i.e District Valuer.

#### **15. Disposal at less than best consideration**

15.1 Where a disposal is undertaken at less than best consideration, then to protect the Council's interest in the event of subsequent sales, it will include where appropriate an asset lock, claw back or uplift clause, restrictive covenants, ransom strip retention, user rights or right of pre-emption.

15.2 A valuation will be undertaken to identify the undervalue (unrestricted less restricted value) and an attempt will be made to financially value the economic, social or environmental benefits to the council and community which justify a disposal at less than best price.

15.3 In the case of a proposed undervalue of £2 million or more the disposal requires the consent of the Secretary of State.

#### **16. Method of disposal**

16.1 The most appropriate method of disposal should be adopted from the following:

<u>Method</u>	<u>When to be used</u>
<b>Open Market</b>	
• Private Treaty	Limited interest and narrow valuation band
• Auction (With reserve)	Wide interest and easy to allocate a reserve
• Formal Tender	Wide interest but wide valuation band
• Informal Tender	Wide interest but wide valuation band

### **Special Purchaser (Private Treaty)**

By way of example:

- Sale to adjoining owner or lessee where special circumstances appertain.
- Sale to sitting tenants.
- Conditional disposal where the Council is selling for a particular purpose i.e. to a developer for regeneration or to a nominated housing association for social housing development.
- Sale of an access for benefit of recipient.
- Sales to former owners under the “Crichel Down” rules.
- Sale to a community group.

## **17. Tenure**

17.1 A disposal will be by way of the transfer of a freehold or leasehold interest.

17.2 In cases where CBC do not wish to exercise any control over the future use of the property, other than through the planning process, then the disposal of the freehold will obtain the best price. But in certain instances CBC will want to exercise some control of the future use of the land. In such cases a leasehold disposal is recommended for a term necessary to ensure the satisfactory completion of the scheme. Additionally control can be exercised through a service level agreement between the authority and the building operator. A leasehold disposal to a developer for a major town centre mixed use regeneration scheme may need at least 150 years to secure institutional funding. Because of the complexity and time frames involved a development agreement will also usually be entered into before a formal disposal is concluded, plus in many instances a section 106 agreement setting out conditions and contributions to the community through the planning system. The property disposal and section 106 Agreement will normally be negotiated in parallel in order to maximise the benefits to the council.

## **18 Timing**

18.1 This needs to be considered against the background of the Council’s budget and capital programme requirements, current state of the market, local and regional planning framework and potential for property values to increase or decrease in the future. Consideration should be given to obtaining planning consent or investment in the property prior to disposal to enhance its value and make it more attractive to the market. Alternatively planning briefs may be prepared highlighting likely acceptable future uses giving developers greater flexibility in bringing forward designs for planning permission.

18.2 In times when the market is not appropriate for a disposal, a temporary use should be found for a property as CBC will have to pay void rates and occupation will help with security. In cases where there is an external letting then this should be by way of a contracted out lease under the Landlord and Tenant Act 1954 so that vacant possession can be easily obtained.

**19. Option appraisal**

19.1 Properties must only be sold after rigorous option appraisal testing for retained future authority needs and those of related bodies.

**20. Performance Management**

20.1 Sales targets for the financial year, and two years following, and forming part of the capital budget to be agreed with the Director of Customer and Shared Services and the relevant Portfolio Holders.

20.2 Progress towards sales targets will be reported through the quarterly budget monitoring reports.

**21. Delegated Authority in the Council’s Constitution**

21.1 The current levels of delegation are:

- Capital disposals and acquisitions:
 

Up to £50,000	Head of Assets can authorise
Up to £100,000	Assistant Director Assets can authorise
Up to £500,000	Director, Customer and Shared Services can authorise
Over £500,000	Executive Committee approval required
  
- Leasehold disposals:
 

Up to £50,000 p.a.	Head of Assets can authorise
Up to £100,000 p.a.	Assistant Director Assets can authorise
Up to £500,000 p.a.	Director, Customer and Shared Services can authorise
Over £500,000 p.a.	Executive Committee approval required

However, the Constitution also provides for delegation of leases to be subject to a whole life cost provision limiting to £500,000.

21.2 There is a need to keep under review the levels of delegation in order to manage the disposals programme effectively.

Assets Division  
Central Bedfordshire Council

Updated: 11.07.2011



**Meeting:** Customer and Central Services Overview and Scrutiny Committee

**Date:** 17<sup>th</sup> October 2011

**Subject:** Actions arising from the audit report on Service Level Agreements (SLA) for Shared Services with Bedford Borough Council

**Report of:** Cllr Maurice Jones , Executive Member for Corporate Resources

**Summary:** The report details the progress made against recommendations by Audit contained in the management action plan for rectifying existing control weaknesses as well as promoting improved arrangements for Service Level Agreements (SLA) for Shared Services with Bedford BC in the future.

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**Advising Officer:** John Unsworth, Assistant Chief Executive, Resources

**Contact Officer:** Terry Gittins, Procurement Policy and Process Manager

**Public/Exempt:** Public

**Wards Affected:** All

**Function of:** Council

#### **CORPORATE IMPLICATIONS**

##### **Council Priorities:**

The strategy has indirect implications for the following Council strategic priorities.

- Supporting and caring for an ageing population
- Educating, protecting and providing opportunities for children and young people
- Managing growth effectively
- Creating safer communities
- Promoting healthier lifestyles

##### **Financial:**

Charges for services provided may not be recovered and late payment may have a detrimental effect on the Council's cash flow if SLA's are not correctly in place. Commitments for Shared Services costs may not be represented accurately on the Council's ledger, payment of invoices may be delayed and services may not be properly authorised in accordance with the Council's financial governance framework.

##### **Legal:**

Implementing this strategy will help the local authority and its partners to deliver its Shared services and to mitigate, or minimise, risks associated and fraudulent activity within the system and its processes

##### **Risk Management:**

The following were considered to represent the potential key risks to the system in failing to deliver the relevant Council service objectives:

- An adequate record of shared services may not be in place

- There may be inadequate governance arrangements for the Shared Services
- The roles and responsibilities of each party to the SLA may be unclear
- The charges and costs for each shared service may not be fully and clearly stated in the SLA and may result in poor value for money to CBC
- Performance monitoring of Shared Services may not be effective

**Staffing (including Trades Unions):**

TUPE rights are defined as part of the SLA templates

**Equalities/Human Rights:**

Personal Data under the Data protection act are covered in the SLA.

**Community Safety:**

Business Continuity is covered in the SLA

**Sustainability:**

N/ A

**RECOMMENDATION(S):**

1. **That the Committee notes the issues arising from the audit report on Service Level Agreements for Shared Services with Bedford BC and the progress made in the first months of delivery of the resulting actions;**
  
2. **That the Committee notes the process, scope and timetable for the remaining actions stemming from the audit report.**

1. This report covers the progress made against recommendations by Audit for rectifying existing control weaknesses as well as promoting improved arrangements for Service Level Agreements (SLA) for Shared Services in the future.
  
2. In undertaking its review, Audit identified 5 detailed risks as follows:
  - Risk 1** – An adequate record of shared services may not be in place
  - Risk 2**– There may be inadequate governance arrangements for the Shared Services
  - Risk 3** - The roles and responsibilities of each party to the SLA may be unclear
  - Risk 4** - The charges and costs for each shared service may not be fully and clearly stated in the SLA and may result in poor value for money to CBC
  - Risk 5** - Performance monitoring of Shared Services may not be effective
  
3. A Member-led Task Force undertook a similar and complementary review during the same period and endorsed Audit’s recommendations in full.

4. Progress is shown against the 16 action plans requested against each risk (see Appendix A), however, whilst progress has been made in some areas, there have been delays in others due to conflicting priorities, a focus on resolving outstanding debts between CBC and Bedford and on ensuring that the processes do not override the imperative to deliver mutually beneficial services. Remaining matters will be progressed over the coming months and prioritised where service delivery is being impeded or financial concerns arise.

The approach taken to the operation of the SLA on contracts, whether new or amended is that the governance across the whole suite of SLAs should be light touch, with a consistent corporate led approach to documentation, financial control and dispute resolution. However the operation of SLAs, contract management and service issues should remain the primary responsibility of service directorates.

5. Progress So far –

- The SLA list is coordinated by the Corporate Procurement team, as they were initially tasked with creating the SLA on behalf of the CBC shadow authority and working with Bedford Borough Council). Procurement has now amended the SLA contracts register in line with the recommendations.
- The Procurement team has amended the SLA template in accordance with the recommendations from the SLA audit report. This remains subject to discussions with Bedford Borough to confirm agreement.
- The Procurement team has created an SLA extension template, to encourage a consistency of approach in dealing with the host authority.
- The Payments team introduced a new “No Purchase Order No Pay” scheme, introduced from April 2011, which will return invoices to all suppliers including those against the SLA’s if they do not include a PO number.
- Outstanding Income and outstanding invoices are now regular reviewed and chased with Bedford Borough; which has reduced disputed invoices, This has made significant progress in reducing mutual indebtedness between the Councils and will continue until the outstanding debts are at a low and routine level and old disputes resolved.

Next steps in summary

- Service directorates will supply updates against the new SLA register to procurement who will maintain and update the register;
- The SLA template will require Bedford Borough sign off prior to the two councils using it (Bedford Borough have been contacted re changes)
- The SLA extension template will require Bedford Borough sign off prior to the two councils using it (Bedford Borough have been contacted re changes)
- Guidance notes for completing new SLA’s will be updated (they were produced by legacy councils) -
- The service directorates will formally document progress on the following outstanding items against each SLA
  - Contract monitoring & KPI’s
  - Governance performance
  - Operational meetings

- Risks
- Annual reviews
- Budget monitoring

**Appendices:**

Appendix A – (Updated risks, recommendations and actions log)

Appendix B – Current SLA schedule

**Risk 1 – An adequate record of shared services may not be in place**

Ref.	Findings	Risk Associated with Finding	Recommendations	Agreed Action and Responsible Officer	Target Date For Completion
1	An SLA tracking sheet is currently being maintained. An SLA register should be developed and the current tracking sheet would form a good basis for the register. It was noted that the current spreadsheet does not include the following categories: SLA start and end dates, cost and charging details, SLA monitoring arrangements and key BBC contacts.	<i>The council may not be aware of all the SLAs for Shared Services and hence be unable to demonstrate effective management of these services and costs.</i>	The current SLA tracking sheet should be developed to form an SLA register, and the register enhanced to include details of: SLA start and end dates, cost and charging details, monitoring arrangements, key BBC contacts.  <b>Priority: Medium</b>	An SLA register to be formulated and enhanced based on the current tracking sheet to include details of SLA start and end dates, cost and charging details, monitoring arrangements, key BBC contacts.  <b>Responsible Officer:</b> John Unsworth- ACE, Resources/ Procurement policy officer	31 <sup>st</sup> July 2011
RAG	<b>A</b>	SLA Register in place, and sent to service areas to populate with start and end dates, cost and charging details, monitoring arrangements, key BBC contacts.			31 October 2011

Ref.	Findings	Risk Associated with Finding	Recommendations	Agreed Action and Responsible Officer	Target Date For Completion
2	This audit review identified two SLAs that had been omitted from the current SLA spreadsheet although one of these was found to have, in most part, ceased. The value/ cost of the agreements was not included for two SLAs. Additionally, where values are stated, it is unclear whether these are indicative or actual.	<i>The council may not be aware of all the SLAs for Shared Services and hence be unable to demonstrate effective management of these services and costs.</i>	An exercise should be undertaken within the Directorates to ensure that all SLAs are included in the register and the data is complete.  <b>Priority: Medium</b>	Details of all existing SLAs to be collated and communicated to the Procurement & Contract Management Team.  <b>Responsible Officers:</b> This action was placed on hold by the ACE, Resources, pending further progress on the SLA agreement.. Terry Gittins, Procurement Policy officer, Corporate Resources Sandra Einon, Programme Manager, Childrens Services Julie Ogley- Director of Social Care, Health & Housing (or nominated officer) Jane Moakes- AD, Community Safety, Public Protection, Waste and Leisure (the above referred to elsewhere in this report as SLA responsible officers)	31 <sup>st</sup> July 2011
RAG	<b>RA</b>	SLA Register sent to service areas for updating and to populate with start and end dates, cost and charging details, monitoring arrangements, key BBC contacts.			30 November 2011

Ref.	Findings	Risk Associated with Finding	Recommendations	Agreed Action and Responsible Officer	Target Date For Completion
3	The officers responsible for maintaining and monitoring the SLA register have not yet been fully determined. It is expected that this role will be undertaken by the Procurement and Contract Management section and the Contract Champions within each Directorate. This register could, for example, run alongside the contracts register.	<i>The SLA register may not remain current and up to date.</i>	The arrangements for the maintenance and monitoring of the SLA register should be agreed and then embedded within the Directorates.  <b>Priority: High</b>	Role of the Procurement & Contract Management Team to be clarified as owners of the SLA register, and this to be communicated to each Directorate.  <b>Responsible Officer:</b> John Unsworth, ACE, Resources, Procurement Policy officer	31 <sup>st</sup> May 2011
RAG	<b>G</b>	SLA Register in place, and sent to service areas. Ownership has been clarified through the earlier issue of this report and will be reinforced.			Complete
4	There is currently no written guidance for preparing and operating SLAs except the SLA template.	<i>Current and future SLAs may not be complete and robust and may result in poor service delivery and value for money.</i>	Guidance is developed for the following areas: - The development of an SLA and its contents. - Extension or renewal of an SLA and - The completion or termination of an SLA.  <b>Priority: Medium</b>	Procurement & Contract Management team to develop guidance for management of SLAs including completing the SLA template, extending and terminating SLAs.  <b>Responsible Officer:</b> John Unsworth- ACE, Resources – Procurement action	31 <sup>st</sup> July 2011
RAG	<b>R</b>	Guidance was given by the legacy procurement teams on how to complete the SLA. Amended guidance will be issued after Bedford Borough agreement on changes to the SLA			30 November 2011

**Risk 2– There may be inadequate governance arrangements for the Shared Services**

Ref.	Findings	Risk Associated with Finding	Recommendations	Agreed Action and Responsible Officer	Target Date For Completion
5	Three of the sample of eight Shared Services examined were not supported by a current SLA. In all cases the SLA had been for one year and then extended for a further year but this had not been formally documented.	<i>The shared service may not be supported by a current SLA and the arrangements for the shared service may be unclear.</i>	<p>A template document should be developed to record extensions to SLAs.</p> <p><b>Priority: Medium</b></p> <p>Extensions to the terms of an agreement should be formally documented and signed off by both parties.</p> <p><b>Priority: Medium</b></p>	<p>Formal extension template for the ongoing SLAs to be drafted and provided to each Directorate.</p> <p><b>Responsible Officer:</b> John Unsworth- ACE, Resources, Procurement Policy officer</p> <p>Formal extensions for the continuing SLAs to be signed by the relevant officers once extension template is available.</p> <p><b>Responsible Officer:</b> John Unsworth - ACE, Resources Julie Ogley- Director of Social Care, Health &amp; Housing (or nominated officer)</p>	<p>31<sup>st</sup> May 2011</p> <p>31<sup>st</sup> July 2011</p>
RAG	<b>G</b>	<p>SLA Extension Template in place, and sent to service areas. Extensions to the agreement referred to are still in discussion and will be documented</p>			<p>31 October 2011</p>



Ref.	Findings	Risk Associated with Finding	Recommendations	Agreed Action and Responsible Officer	Target Date For Completion
6	No Governance Board meetings have taken place in the format detailed in the SLA (i.e. including Directors and an elected Member). It is reported that governance issues have been discussed by senior management at other meetings although this is often not formally recorded.	<i>Current SLAs may no longer be fit for purpose, a shared service may no longer meet the needs of both councils, and risk management arrangements may not be in place or formally documented.</i>	<p>For each SLA, the following governance issues should be considered on an annual basis through a joint meeting:</p> <ul style="list-style-type: none"> <li>• setting the strategic direction,</li> <li>• monitoring risk</li> <li>• ensuring that SLAs remain fit for purpose and</li> <li>• the shared services meet the needs of both councils and formally recorded.</li> </ul> <p><b>Priority: Medium</b></p>	<p>CMT considered in late 2009 that a Governance Board would not achieve the benefits originally expected, Governance matters in relation to SLA performance will be addressed at senior service level and within individual service directorates. CMT have reaffirmed their decision as a response to this report, especially as no such meetings have taken place since April 2009.</p> <p><b>Responsible Officer:</b> SLA responsible officers</p>	31 <sup>st</sup> May 2011
RAG	<b>G</b>				Complete, no further action

Ref.	Findings	Risk Associated with Finding	Recommendations	Agreed Action and Responsible Officer	Target Date For Completion
7	<p>In addition to the governance arrangements detailed in the SLA template, CIPFA's "Sharing the Gain" recommends that the membership of the Governance Board should include elected members at cabinet level.</p> <p>The CIPFA guidance also recommends setting up a Service and Customer Forum to provide feedback on service performance.</p> <p>These arrangements may or may not be relevant to smaller- scale shared services.</p>	<i>The membership of the Governance Board does not reflect CIPFA guidance.</i>	<p>Consideration should be given to whether elected members from each council should be included on a Shared Services Governance Board, and whether Service and Customer Forums should be set up for shared services where appropriate.</p> <p><b>Priority: Medium</b></p>	<p>See 6 above. This does not apply in the absence of a Governance Board.</p> <p>Member engagement and responsibility for this SLA activity is via the normal Council governance channels of Portfolio holders and Executive in respect of operational matters and via Audit Committee in respect of internal controls.</p> <p><b>Responsible Officer:</b> SLA responsible officers</p>	31 <sup>st</sup> May 2011
RAG	<b>G</b>				Complete, no further action
8	<p>Management Board meetings have not taken place in the format detailed in the SLA.</p> <p>Operational Meetings have not always been held on a quarterly basis, as indicated in the SLA.</p>	<i>The implementation of the SLA and the review of performance data and customer specific service issues may not be effective.</i>	<p>Management/ Operational meetings should be held at least quarterly and clearly minuted to comply with the terms of the SLAs.</p> <p><b>Priority: Medium</b></p>	<p>Management/ Operational meetings to be held quarterly and be clearly minuted.</p> <p><b>Responsible Officer:</b> SLA responsible officers, as appropriate.</p>	31 <sup>st</sup> July 2011
RAG	<b>R</b>	SLA Register in place, and sent to service areas to populate monitoring arrangements. Management meetings will be checked after a quarterly cycle			30 November 2011

**RISK 3 - The roles and responsibilities of each party to the SLA may be unclear**

Ref.	Findings	Risk Associated with Finding	Recommendations	Agreed Action and Responsible Officer	Target Date For Completion
9	<p>The review of the SLA template and the 8 SLAs sampled identified that in most cases the following key elements were missing or lacked adequate detail:</p> <p>(i) The roles and responsibilities of key officers e.g. who is responsible for monitoring and periodically reviewing the SLA, the assignment of any statutory responsibilities, responsibility matrices are incomplete and some posts have changed or no longer exist.</p> <p>(ii) An indication of the value of the agreement or a breakdown of the costs charging e.g. previous year outturn plus inflation, net/ gross of income.</p> <p>(iii) A full description of the services being provided.</p> <p>(iv) The requirements for compliance with financial and contracting</p>	<p><i>Omissions from the template and operating SLAs may lead to a lack of clarity over responsibilities, basis and value of charges, scope, and financial procedures; this may result in unexpected costs, poor service delivery and/ or reputational damage.</i></p>	<p>The SLA template should be expanded to include guidance and details for the following:-</p> <p>(i) Roles and responsibilities of key officers</p> <p>(ii) cost of the service being provided, including details on the treatment of income and expenditure streams, grants and capital and revenue items as appropriate</p> <p>(iii) scope and detail of the services provided</p> <p>(iv) compliance with the financial and contracting procedures of the host Authority</p> <p>(v) specific treatment of any grant income for the service and variations to it</p> <p>(vi) invoicing arrangements and payment terms</p> <p>(vii) joint and several liability, insurance and indemnity arrangements</p> <p>(viii) addresses of both authorities</p> <p>(ix) agreement date of the SLA.</p> <p><b>Priority: High</b></p> <p>The current operating SLAs should be reviewed to reflect the expanded areas of the revised template.</p>	<p>SLA template to be enhanced to include the details identified by the audit review, but taking account of the need to keep arrangements proportionate.</p> <p><b>Responsible Officer:</b> John Unsworth- ACE, Resources, Procurement policy officer</p> <p>Continuing SLAs to be reviewed by Directors on a one by one basis as</p>	<p>31<sup>st</sup> May 2011</p> <p>31<sup>st</sup> July 2011</p>

Ref.	Findings	Risk Associated with Finding	Recommendations	Agreed Action and Responsible Officer	Target Date For Completion
	<p>procedures.</p> <p>(v) The nature and treatment of grant income for the service and implications for variations to grant funding.</p> <p>(vi) Invoicing arrangements and payment terms.</p> <p>(vii) A section on joint and several liability, insurance and indemnity arrangements.</p> <p>(viii) Addresses of the parties to the SLA.</p> <p>(ix) The agreement date of the SLA.</p>		<p><b>Priority: Medium</b></p>	<p>necessary to reflect the revised SLA template.</p> <p><b>Responsible Officer:</b> SLA responsible officers, as appropriate.</p>	
RAG	A	<p>SLA Template has been updated with all the recommended changes (see appendix B). These need to be cleared with Bedford Borough Council to gain their approval .Bedford Borough Council have been contacted and are reviewing the updated SLA Template.</p>			<p>30 October. 2011</p>

Ref.	Findings	Risk Associated with Finding	Recommendations	Agreed Action and Responsible Officer	Target Date For Completion
10	<p>Documentation to demonstrate that governance arrangements are being applied is not being maintained.</p> <p>Examples were found of:</p> <ul style="list-style-type: none"> <li>- No Governance and Management Board meeting minutes.</li> <li>- No schedules to support variations to the SLA duly signed off.</li> <li>- No risk registers.</li> <li>- No issue record logs.</li> <li>- No annual reviews duly signed off by both parties in most cases.</li> </ul> <p>All these documents are required by the SLAs.</p>	<p><i>Agreed variations to the SLAs may not be transparent or clear.</i></p> <p><i>Risks and significant issues may not be identified and managed, and shared services may not operate effectively.</i></p> <p><i>There may be inadequate evidence of the application of effective governance arrangements for the SLAs.</i></p>	<p>The following documentation should be maintained in accordance with the SLAs:</p> <ul style="list-style-type: none"> <li>- Governance/ Management meeting minutes.</li> <li>- Variations to the SLA schedules.</li> <li>- A risk register.</li> <li>- An issue record log for significant incidents.</li> <li>- An annual review.</li> </ul> <p><b>Priority: Medium</b></p>	<p>Documentation for each SLA to be maintained to include (in accordance with the existing SLA requirements):</p> <ul style="list-style-type: none"> <li>- Management/ operational/ governance meeting minutes.</li> <li>- Variations to the SLA schedules.</li> <li>- A risk register.</li> <li>- An issue record log for significant incidents.</li> <li>- An annual review.</li> </ul> <p><b>Responsible Officer:</b> SLA responsible officers, as appropriate.</p>	31 <sup>st</sup> July 2011
RAG	<b>R</b>	This will be checked during the next cycle of SLA reviews			30 November 2011

**Risk 4 - The charges and costs for each shared service may not be fully and clearly stated in the SLA and may result in poor value for money to CBC**

Ref.	Findings	Risk Associated with Finding	Recommendations	Agreed Action and Responsible Officer	Target Date For Completion
11	For 3 of the SLAs examined, the apportionment of costs between the Councils has not been reviewed to ensure that they are still equitable.	<i>The apportionment of costs may not reflect the level of service provided to each Council.</i>	The apportionment of costs should be reviewed on an annual basis as part of the annual review process.  <b>Priority: Medium</b>	Apportionment of costs should be reviewed on an annual basis as part of the annual review process.  <b>Responsible Officer:</b> John Unsworth, ACE - Resources (or nominated officer) Julie Ogle - Director of Social Care, Health & Housing (or nominated officer)	31 <sup>st</sup> July 2011
RAG		The agreed timetable did not reflect the annual review cycle, which is dependent on each SLA's life cycle and the arrangement made within directorates. It is expected that the SLAs will be reviewed for this action by the end of the calendar year.			By 31 December 2011
12	For one of the sampled SLAs, there were unpaid invoices over 6 months old, totalling some £462,000, representing income due from Bedford Borough Council. This income was received after the audit review and prior to the finalisation of this report.	<i>Charges for services delivered may not be recovered.</i>  <i>Late payment may have a detrimental effect on the Council's cash flow.</i>	Any outstanding income should continue to be pursued with BBC.  <b>Priority: High</b>	All outstanding income relating to SLAs to be pursued with BBC in co-ordination with service areas.  <b>Responsible Officer:</b> John Unsworth- ACE, Resources/Procurement team	31 <sup>st</sup> May 2011
RAG	<b>A</b>	Outstanding Income and outstanding invoices are regular reviewed and chased with Bedford Borough; this will continue to be an ongoing process. Good progress has been made in reducing the mutual debt			ongoing

Ref.	Findings	Risk Associated with Finding	Recommendations	Agreed Action and Responsible Officer	Target Date For Completion
		owing between the two Councils			

Ref.	Findings	Risk Associated with Finding	Recommendations	Agreed Action and Responsible Officer	Target Date For Completion
13	For 3 of the sampled SLA's, purchase orders had not been raised until the invoice was received (only applicable for the CBC hosted SLA's).	<i>The commitments for Shared Services costs may not be represented accurately on the Authority's ledger. Payment of invoices may be delayed. Services may not be properly authorised in accordance with the council's financial governance framework.</i>	A purchase order for Shared Services costs should be recorded on SAP when the commitment arises. Note – The new “No PO no Pay” scheme being introduced from 1/4/11 will return invoices to suppliers if they do not include a PO no.  <b>Priority: High</b>	A purchase order for Shared Services costs will be recorded on SAP when the commitment arises.  <b><u>Responsible Officer:</u></b> John Unsworth, ACE - Resources (or nominated officer) Julie Ogle- Director of Social Care, Health & Housing (or nominated officer)	31 <sup>st</sup> May 2011
RAG	<b>G</b>	Training and Instructions have been undertaken by the Procurement team on the importance of raising PO's in advance of receipt of invoice. Any retrospective PO's are monitored and reported to directors monthly			Complete



**Risk 5 - Performance monitoring of Shared Services may not be effective**

Ref.	Findings	Risk Associated with Finding	Recommendations	Agreed Action and Responsible Officer	Target Date For Completion
14	KPIs and their agreed target levels have not been identified in 2 of the 4 SLAs hosted by CBC. In another CBC hosted SLA, KPIs are detailed but target levels are not set (only applicable to the CBC hosted SLAs).	<i>Mechanisms are not in place to measure performance of the Shared Services.</i>	KPIs together with agreed target levels should be determined and included in the SLAs.  <b>Priority: Medium</b>	KPIs and their agreed target levels to be determined and included in the SLAs where appropriate.  <b>Responsible Officer:</b> John Unsworth, ACE - Resources (or nominated officer) Sandra Einon, Programme Manager, Childrens Services	31 <sup>st</sup> July 2011
RAG	<b>R</b>	This work is in hand but not yet complete.			31 October. 2011
15	Performance data available for the SLAs is limited, hence performance monitoring is poor. KPIs have not been reported to BBC, CBC management and governance groups for 3 of the SLAs examined.	<i>Mechanisms are not in place to measure performance of the Shared Services.</i>  <i>Poor service delivery may not be identified resulting in poor value for money and/ or reputational damage.</i>	Performance monitoring should be developed and KPIs should be reported to CBC and BBC management on a quarterly basis.  <b>Priority: Medium</b>	Performance monitoring to be developed and KPIs to be reported to CBC and BBC management on a quarterly basis where appropriate.  <b>Responsible Officer:</b> SLA responsible officers, as appropriate.	31 <sup>st</sup> July 2011
RAG	<b>R</b>	Confirmation is being sought that these are operating on a quarterly cycle.			31 October 2011

Ref.	Findings	Risk Associated with Finding	Recommendations	Agreed Action and Responsible Officer	Target Date For Completion
16	Regular budget monitoring reports have not been provided to BBC and governance groups for 3 of the SLAs examined.	<i>There may be a lack of transparency in the financial position of Shared Services.</i>	Regular budget monitoring reports should be provided to BBC.  <b>Priority: Medium</b>	Regular budget monitoring reports to be provided to BBC.  <b>Responsible Officer:</b> John Unsworth, ACE - Resources (or nominated officer) Sandra Einon, Programme Manager, Childrens Services	31 <sup>st</sup> July 2011
RAG	<b>R</b>	This work is in hand but not yet complete			31 October 2011

Unique Ref	Service Level Agreements (SLAs) Version 13	Description	Host	CBC Responsible Officer	Start Date	End Date
<b>Childrens' Services</b>						
CBC 001 AF	Adoption and Fostering	<p><b>The Adoption Agency</b> The Adoption Service has two sections: Adoption Preparation and Adoption and Permanence Support; together they form the Adoption and Permanence Support Team.</p> <p><b>The Fostering Service</b> The Fostering Service, together with the Adoption Service, forms the Adoption and Fostering Service. Within the Fostering Service there are five fostering sections: Recruitment and Assessment; Supervision and Support; Recruitment and Retention; Youth Care; Family Link</p>	CBC	AD - Mark Wheeler HOS - Fiona Mackirdy	01.04.09	31.03.13
CBC 004 LSCB	Local Safeguarding Children's Board	<p>Every local authority in England is required to establish and maintain a Local Safeguarding Children Board (LSCB). The overall purpose of the LSCB is to oversee the arrangements for the protection and safeguarding of children in the area of the Authority. It is a multi-disciplinary partnership, bringing together all the relevant agencies, and should be integrated with, but distinct from the Children's Trust arrangements. There is currently no one blueprint for the establishment of each LSCB but early learning emphasises the importance of local clear local arrangements.</p> <p>On the 1 April 2010 Bedford Borough and Central Bedfordshire Councils established their own LSCB's each accountable to the respective Director of Children Services.</p> <p>The SLA was reviewed and Agreement now in place until 31st March 2013 to govern the function of the Business Support Team for the two new LSCB's. Central Bedfordshire Council shall provide, host and manage on behalf of Bedford Borough Council a joint LSCB Business Support Team as follows:</p> <ul style="list-style-type: none"> <li>• LSCB Business Manager</li> <li>• LSCB Training Commissioning and Development Manager</li> <li>• LSCB Training Officer</li> <li>• LSCB Administrator</li> </ul>	CBC	AD - Mark Wheeler HOS - Sue Ioannau	01.04.09	31.03.13
BBC 014 SA	School Admissions	<p><b>Tasks related to Sept 2010 and 2011 admissions:</b> determine and implement the implications of the new codes on Admissions and Appeals for CBC; finalise admission arrangements by 15 April 2009 and 15 April 2010; publish admission arrangements; where necessary, alert the home authority of proposed admission arrangements which should be referred to the Adjudicator; advise on the disaggregation of data, update database and load data for online applications; Prepare booklets for first admissions and for transfer to middle and upper schools; prepare posters for lower school admissions, and advise on information to go onto the web-site etc.; liaise with the PCT over data on children due to start school; Prepare and present the Authority's case at appeals for community and VC schools and support Foundation and VA schools and any academies; prepare and present appropriate reports to CBC Admissions Forum, provide training to staff in the Customer Engagement Centre.</p>	BBC	AD - Sylvia Gibson HOS - Alison Bray	01.04.09	31.07.12

Unique Ref	Service Level Agreements (SLAs) Version 13	Description	Host	CBC Responsible Officer	Start Date	End Date
CBC 027	Asylum Team	<p>The Secretary of state has a duty to support most asylum seekers through the National Asylum Support service. However, in some cases the duty falls on the Local authority to provide support instead. The Local authority also has a duty to support some other groups of people who cannot claim state benefits and who have no other means of support. This includes people who are subject to immigration control. The Secretary of state has no duty to assist these people unless they are asylum seekers or, in some cases, failed asylum seekers.</p> <p>The community based asylum service currently provides a service that meets the needs of children and families subject to immigration control and currently offers a comprehensive advice service to adults within the community.</p> <p>The current policy and procedures are revised to reflect recent changes in the law and to provide opportunities and expectation for joint assessment and planning between Adult Community Services and Children's Services when there are children and adults within the same family needing services.</p>	CBC	AD Catherine Parry HOS Sarah Scholey	01.04.09	31.03.13
Letter	Family Group Meetings	<p>A Joint Working Arrangement is agreed between the two unitary authorities. The agreement is for Central Bedfordshire Council to provide Family Group Meetings for Bedford Borough. This agreement commenced 1st April 2009 initially for one year and has since been extended for a further year to the 31st March 2011. The Family Group Meeting Service consists of the following:-</p> <ul style="list-style-type: none"> <li>• Family Group Meeting Manager</li> <li>• Senior Coordinator (Part Time)</li> <li>• Administrator (Part Time, this post is with the Borough)</li> </ul>	CBC	AD Catherine Parry HOS Sarah Scholey	01.04.09	31.03.12
BBC 001	Youth Offending Service	<p>The Crime and Disorder Act 1998 required all Local Authorities to put in place a multi-agency Youth Offending Service (YOS), comprising a core of representatives from Children's Social Services, Health, Education, Probation and Police. The legislation also created the Youth Justice Board (YJB), which sets the national performance framework and oversees the activities of each YOS through national and regional arrangements.</p> <p>The aim of the Youth Justice system and the function of Youth Offending Teams as specified by the YJB, is to prevent offending by children and young people'.</p>	BBC	AD Sylvia Gibson HOS Ben Pearson	01.04.09	31.03.12
<b>Social Care, Health &amp; Housing</b>						
CBC 005 EDT	County Wide Social Work - Emergency Duty Team	<p>The Emergency Duty Team is a team of social workers who provide an emergency social work service outside office hours for Adult Services including mental health, Children's Services and the Youth Offending Service. This team receives emergency social care referrals outside office hours and Emergency Duty Team social workers can commission new or additional services outside office hours, sometimes after seeking the agreement of a manager. The main function of the Emergency Duty Team is to reduce risk and stabilise emergencies. The minimum intervention necessary to ensure the safety and well being of a service user will be provided until the next working day when more detailed assessment can be considered and the provision of services reviewed.</p>	CBC	AD Adult Social Care - Ed Thompson	01.04.09	31.03.12

Unique Ref	Service Level Agreements (SLAs) Version 13	Description	Host	CBC Responsible Officer	Start Date	End Date
CBC 008	Bedfordshire Drug & Alcohol Action Team (BDAAT)	Bedfordshire Drug and Alcohol Action Team is a multi-disciplinary partnership which is tasked to ensure the local delivery in Bedfordshire of the National 10 Years Drugs Strategy Drugs, Protecting Families and Communities. It is also responsible for the delivery of the local treatment theme of the Bedfordshire Alcohol Strategy.	CBC	AD Adult Social Care - Ed Thompson		
CBC 003	Supported Employment	<p>Workbase Employment Service is a specialist supported employment service for adults with a learning disability. The Service objectives include:-</p> <ol style="list-style-type: none"> <li>(1) to enable access to employment opportunities;</li> <li>(2) to support people in a wide range of employment settings;</li> <li>(3) to raise awareness among employers of the employment needs of people with learning disabilities and the positive contributions they can make to the workplace;</li> <li>(4) to create the right opportunities for personal development and career progression; (5) to provide vocational guidance and advice to help you identify your preferred vocational choice;</li> <li>(5) to contact and negotiate with employers on your behalf;</li> <li>(6) to establish paid work opportunities and work experience/ volunteering in response to your individual needs and aspiration;</li> <li>(7) to provide training and job coach support for you as necessary;</li> <li>(8) to monitor placements- gathering and sharing feedback from you and your employer;</li> <li>(9) to support your career progression by shared evaluation and career development planning; and</li> <li>(10) to ensure that you get the correct advice about the impact of paid work on your benefits.</li> </ol>				
BBC 002 BHSW	Bedford Hospital Social Work Team	The Hospital Social Work team provides an assessment and care management service to in-patients of Bedford Hospital aged 18 and over. This service is also extended to their families and carers. All patients in need of support are referred for an assessment to assist facilitate a timely hospital discharge. The Hospital Team contribute to the development of joint policies within the hospital, e.g. The Choice Directive, and assist in times of crisis, e.g. Winter Pressures, ensuring that patients experience an integrated health and social care approach to discharge planning. This service is offered to patients discharged to both the Bedford Borough Council and Central Bedfordshire areas.	BBC	AD Adult Social Care - Ed Thompson	01.04.09	31.03.12
BBC 007 SCBS	Social Care Business Support	<p>Business Support is an integral component of social care providing administrative and financial management support to social workers and managers within Adult and Childrens Services. In addition, staff provide the first point of contact for customers at reception points in three area offices: Amphill (Houghton Lodge), Dunstable (Vernon Place), Biggleswaide</p> <p>The Support and Supplies section is to provide assistance with purchase and acquisition of equipment and services required by establishments belonging to Central Bedfordshire council and to liaise with other departments over building and refurbishment within Central Bedfordshire.</p> <p>It should be noted that reception and administration staff who are delivering services under this agreement will be employees of CBC. Their day-to-day line management will be delivered by the manager of the shared service but the manager will need to liaise closely with CBC in matters relating to employment and recruitment.</p>	BBC	Tim Hoyle		
BBC001 DHIT	Deaf and Hearing Impairment Team	The Deaf and Hearing Impairment Team works with Deaf and hearing impaired people of all ages, including those with dual sensory loss, throughout Bedfordshire (excluding Luton). Clients are offered an assessment of their hearing and/or communication difficulties and, if they meet the Council's eligibility criteria, can be provided with services to enable them to live as independently as possible in the community.	BBC	AD Adult Social Care - Ed Thompson	01.04.09	31.03.12
BBC 001 VIT	Visual Impairment Team	The Visual Impairment Team works with people of all ages, along with their families and carers, throughout Bedfordshire (excluding Luton). It operates an "open door" approach to anyone experiencing a visual impairment that cannot be treated by medical intervention or glasses. Joint working is done with the Deaf and Hearing Impairment Team with people who have a dual sensory loss.	BBC	AD Adult Social Care - Ed Thompson	01.04.09	31.03.12

Unique Ref	Service Level Agreements (SLAs) Version 13	Description	Host	CBC Responsible Officer	Start Date	End Date
No code	Macmillan - welfare rights	In November 2004 Macmillan Cancer Relief began a campaign for a Better Deal, now known as the Cost of Cancer, for people affected by cancer and their carers in terms of improving access to rights, benefits and information about money matters and how to claim entitlements. Bedfordshire County Council's Welfare Rights Service made a pro-active approach to Macmillan in response to the campaign and meetings took place between January 2005 to formalise a proposal. The bid was successfully identified in Macmillan's budget planning cycle for 4 year s funding from 2006. The Service is funded until January 2011.	CBC	AD Business & Performance - Nick Murley	01.04.09	31.03.13
No code	Adult Placement Scheme	The Adult placement Scheme offers people with a learning disability an alternative and highly flexible form of accommodation and/or care or support inside or outside of the home which is provided by ordinary individuals or families in the local community. The scheme enables a person to share in the life and activities of the Adult Placement Carer	BBC	AD Adult Social Care - Ed Thompson		
<b>Sustainable Communities</b>						
CBC 002 MW	Minerals and Waste	To lead and co-ordinate the statutory duties and responsibilities of Bedford Borough Council acting in its role as Minerals and Waste Planning Authority by developing, recommending and implementing effective policies and practices.	CBC	Roy Romans	01.04.09	
CBC 003 DA	Domestic Violence Partnership	The National Domestic Violence Delivery Plan (2005) instigated the development of a co-ordinated response to tackling domestic abuse. Govt pump primed the delivery of the National Plan by funding Domestic Abuse Co-ordinator posts for 2 years. In 2006, the first multi-agency domestic abuse strategy, & action plan was launched in Bedfordshire bringing together all statutory & key voluntary providers to deliver on national targets for improving service provision for victims & perpetrators of domestic abuse. Since 2006, significant developments have been achieved with all targets being met. Most significantly, the introduction of MARACs to focus interventions and share information on the most high risk cases has seen partnership working improve. CBC & BBC have both adopted National Indicator 32 in their respective LAAs & it is anticipated that within 2 years, this will be a statutory requirement. The domestic abuse team provide a strategic level co-ordinated approach to responding to domestic abuse & in delivering the agreed strategy & action plan in the most effective & appropriate way possible through high level partnership working with key partners & stakeholders.	CBC	Jane Moakes	01.04.09	31.03.12
CBC 015 FIU	Financial Investigation Unit	The Proceeds of Crime Act 2002 (POCA) came into force in March 2003 as a result of the governments desire "to introduce confiscation proceedings as an integral part of all acquisitive crime proceedings with the objective that the criminal justice process will not be concluded until confiscation proceedings have been considered." (Prime Minister – June 2000).  The purpose of POCA is: to deprive offenders of the proceeds of their crimes through the recovery of criminal assets. The legislation also provided for non-police officers to become accredited financial investigators (AFIs). Undertaking POCA financial investigations can also contribute to crime reduction in local crime and disorder strategies by tackling more effectively those criminals who deal in illegal goods, participate in door step crime or otherwise prey on the most vulnerable members of society. Removing all of their illegal gains is often a greater deterrent than the fear of potential prosecution. It also raises the profile of the local authority, contributes to the message that crime does not pay whilst also helping meet the expectations of legitimate businesses, consumers and residents. Under the current scheme half of any confiscation order goes directly to the government. The remaining half is then split three ways, with a third going to the body financial investigation, that is a sixth of that total.	CBC	Jane Moakes		
BBC 012 LS	Trading Standards Lab	The Trading Standards Laboratory Service at Gadsby Street, Bedford contributes to the investigation and enforcement of food safety, animal health, and fair trading by testing food, animal feed, electrical appliances, toys, and many other items to ensure compliance with legal requirements. In food analysis, most of the Laboratory's work involves testing food to check for compliance with the Food Labeling Regulations. The main compositional components of interest are fat, protein, carbohydrate and energy. Other tests relate to food safety issues – microbiological quality of food and the level of mycotoxins such as aflatoxins in food.  The Laboratory has a full range of electrical safety testing instruments to test electrical tools and appliances to the relevant British and International standards. Toys are tested for compliance with the European Standard BS EN 71 and the Toy Safety Regulations. The Laboratory is accredited by the United Kingdom Accreditation Service to the International Standard ISO17025 and works closely with Trading Standards Enforcement Officers to ensure the people of Bedfordshire can be confident in the knowledge that what they are buying is safe and aptly described. The Laboratory also has the technical capabilities of under Food Safety & Hygiene Food Standards Environmental	BBC	Jane Moakes		
BBC 008 WDELS	Waste Disposal - Elstow MRF / Transfer Station	This document provides a framework for the operation of waste services at Elstow Materials Recycling Facility and Waste Transfer Station and enables the authorities to meet their statutory obligations and targets in respect of the management and treatment of Municipal Waste. It involves the bulking of residual waste and onward transportation to landfill. It also includes the sorting and bulking of kerbside collected recycling and onward transportation for further treatment.	BBC	Tracey Harris	01.04.09	31.12.21

Unique Ref	Service Level Agreements (SLAs) Version 13	Description	Host	CBC Responsible Officer	Start Date	End Date
CBC 007 ESF	European Social Fund Co-Financing Management	The European Social Fund (ESF) is set up to improve employment opportunities and so help reduce differences in living standards between the regions of the European Union (EU). It is distributed in England through Co-Financing Organisations (CFOs) who use the European Social Fund to support organisations delivering to disadvantaged individuals in deprived areas. The European Social Co-Financing team looks to support a number of activities as identified in the ESF Co-Financing Plan (October 2007 – March 2011). In Priority 1, the broad target group are those who are disadvantaged or excluded from both the labour market and society in general. This includes activities specifically focussed on 14-19 year olds who fall in the NEET (Not in Employment, Education or Training) category or who are at risk of becoming NEET; homeless, black and minority ethnic groups including the Gypsy and Traveller population; lone and other disadvantaged parents. The team consists of a full time ESF Co-Financing Manager and two part time Project Officers (1.46 FTE) whose full operating costs are funded by the ESF.	CBC	Mike Colsell	01.04.09	
BBC 004 LP	Libraries Procurement	The Libraries Hub provides the following services to support the authority's responsibilities under the Public Libraries and Museums Act to "provide a comprehensive and efficient library service for all persons desiring to make use thereof": Library Stock Acquisition, Classification and cataloguing of library stock, inter library loans, Reserve store, Library Management and other IT systems, The Virtual Library, Schools Library Service, Bookstart, Library deliveries.	BBC	Nicole Avery		
BBC 005 AR	Archives and Records	Archives and records offer a wealth of material about people and places in the administrative areas of the three Unitaries. They help to strengthen family and community identity but also support business activity and citizen's rights, a functional role linked to the democratic process, accountability and active citizenship. They are used by residents but also by people nationally and internationally with roots and interests in these areas. The service collects and preserves a comprehensive archive for the historic county of Bedfordshire, including Luton, and continually adds contemporary records of archival value to its holdings, many from the records of its funding authorities.	BBC	Paul Cook	01.04.09	31.03.12
CBC 018 ACL	Adult and Community Learning	Bedfordshire Adult & Community Learning (BACL) provides learning opportunities for adults and families in a variety of settings and locations in Bedfordshire. The majority of the funding received to deliver the service is from external sources, mainly through the Skills Funding Agency (SFA). For the year August 2010 - July 11 programme delivery is already underway to ensure that the service is able to meet the agreed targets and provide appropriate learning opportunities for those living and working in Bedfordshire. As specified within the SFA contracts.	CBC	Frances Darlow		
BBC 013 OEA	Outdoor Education and Adventure Activities	The OEAA Service consists of the following:- <ul style="list-style-type: none"> <li>The Duke Of Edinburgh's Award Scheme</li> <li>Blue Peas Mountain Centre</li> <li>Kempston Outdoor Centre</li> </ul>	BBC	Jill Dickinson	01.04.09	31.03.12
<b>Customer &amp; Shared Services</b>						

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