

Creating Central Bedfordshire

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Chief Executive
Jaki Salisbury

TO EACH MEMBER OF THE CENTRAL BEDFORDSHIRE SHADOW EXECUTIVE

13 February 2009

Dear Councillor

CENTRAL BEDFORDSHIRE SHADOW EXECUTIVE - Tuesday 17 February 2009

Following Chairman's Briefing for the above meeting held on 12 February 2009, Members were advised as follows:-

Agenda Item	Description
SD1.	EAST OF ENGLAND PLAN REVIEW TO 2031 - EAST OF ENGLAND REGIONAL ASSEMBLY (EERA) CALL FOR ADVICE
	Members are reminded that this report is incorrectly numbered as "SD2" in the printed agenda.
	The following wording should have been included in paragraph 9 of the report:
	Central Bedfordshire Shadow Scrutiny agreed this report on 22 January 2009 as the basis of a response for Central Bedfordshire providing advice to EERA and requested that the report be referred to the Central Bedfordshire Shadow Executive for agreement.
	Please find attached Appendix 3 – EERA Luton Executive Committee Report for information.
	Members noted that there may be minor changes required to the response prior to submission to the Government. It was therefore suggested that an additional recommendation be added which gave authority to the Director of Sustainable Communities in consultation with the Portfolio Holder (Sustainable Development) to make any changes rather than delay the submission by bringing an additional report back before the Shadow Executive.

The following recommendation is therefore proposed:-

2. **That the Director of Sustainable Communities, in consultation with the Portfolio Holder (Sustainable Development), be authorised to amend the response to incorporate any minor amendments.**

CR2 CAPITAL PROGRAMME 2009/10 - 2012/13

The Corporate Resources Transitional Task Force met on 12 February and provided the following comments and questions:

- Shadow Executive is requested to ensure that it limits expenditure on the Central Bedfordshire Capital Programme in 2009/10 to £50 million.
- Members recognised that the Shadow Executive had little alternative but to take forward projects from legacy authorities into the Capital Programme. However Members recommended to Shadow Scrutiny Committee that it sets up a Task Force to conduct a scrutiny of the purchase and disposals aspects of Asset Management.
- Pending the findings of the Task Force the TTF endorsed the Capital Programme as presented.
- The Capital Programme should not include provision for “bridging loans” in respect of Section 106 Agreements, i.e. those schemes dependent on Section 106 monies should not be funded in advance of the receipt of those monies.

CR4. MEDIUM TERM PROPERTY STRATEGY

Members were informed that the table on page CR4.7 – Analysis of Medium Term Accommodation Plan – Corporate Property was not the most up to date version and a revised table would be available at the meeting.

CR5. CREATING CENTRAL BEDFORDSHIRE - PROGRESS REPORT

Members were provided with an update on various aspects of the Transition progress and advised that an update and Appendix A would be attached to this note. This is now attached.

Members were also advised that an update on the issue of titles for 2nd and 3rd tier officers would be provided at the meeting.

CR6. AWARD OF TENDER FOR INSURANCE PROVISION

Members were informed that the recommendation had been revised to the following:-

That the Shadow Executive approves the award of tenders to procure the provision of insurance cover for Central Bedfordshire, for a period of three years at an indicative cost of £893,165, as set out in the schedule at Appendix 2.

CR7. KEY ICT POLICIES - PART 1

Members were informed that Data Protection forms accepting the Data Protection Policy at South Bedfordshire District Council and Bedfordshire County Council had been signed by Members and therefore would be carried over to the new authority as they related to the Members individually. Mid Beds District Council Members forms will expire on 31 March 2009 and therefore a new form will need to be completed for the period up to the elections.

The Data Protection Policy will be a simplified version of the document provided by the Information Commissioner, see link below or document attached.

http://www.ico.gov.uk/upload/documents/library/data_protection/practical_application/advice_elected_and_prospective_members_local_authorities.pdf.pdf

FORWARD PLAN

To receive the Forward Plan for the period 1 March to 30 June 2009 which was published on 13 February 2009.

(attached)

SD2. HIGHWAYS CONTRACT OPTIONS

Members were provided with an amended recommendation (c), as detailed on the attached page. This document is not for publication by virtue of paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972.

Should you have any queries regarding the above please contact Democratic Services on Tel: 01462 611032.

Yours sincerely

Martha Clampitt,
Committee Administrator
email: martha.clampitt@midbeds.gov.uk

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COMMITTEE:

DATE: 26th January 2008

SUBJECT: East of England Plan Review 2031

REPORT BY: Head of Planning

CONTACT OFFICER: Kevin Owen 01582 547087

IMPLICATIONS:

LEGAL

COMMUNITY SAFETY

EQUALITIES

ENVIRONMENT

✓

FINANCIAL

CONSULTATIONS

STAFFING

OTHER

WARDS AFFECTED:

PURPOSE

To respond to a statutory call for advice from the Regional Assembly.

RECOMMENDATION(S)

Executive is recommended to approve the conclusions of the report. This finds that the merging core strategy is already addressing the lower two of the four EERA housing growth Scenarios to 2031 whereas the higher two options are untenable - as Borough Council's advice to the Regional Assembly for the East of England.

BACKGROUND

1. The Adopted East of England Plan (EoE Plan) was published in May 2008. It sets out a development strategy for the region up to 2021 and provides the framework for local authorities in the preparation of local development documents and local transport plans.
2. The East of England Regional Assembly (EERA) has formally requested Strategic Authorities (SAs) to advise on reviewing this plan to 2031 with a consultation running from the 17th November 2008 to the 6th February 2009. Specifically 4 housing growth scenarios are to be tested (see section 17 and 18 below).
3. The Borough Council (and other SAs) in a written response to the draft request pointed to the very challenging timetable for the review but agreed to endeavour to meet it on the understanding that any views can be suitably caveated and subsequently modified, particularly where further emergent studies and delayed evidence allows (e.g. EERA's Regional Scale Settlement study is yet to report).
4. In recognition, EERA require an "initial" technical submission by 7 January 2009, and then any further section 5(5) (sub regional policy changes) advice one month later on 6 February 2009. There are also further formal regional review consultation stages in 2009 where SAs can develop technical evidence and their policy advice.
5. On 28th November Bedfordshire County Council (BCC) ceased status as a section 4(4) SAs, this being transferred to shadow Central Bedfordshire Executive and to Bedford Borough under the transitional regulations. However, as reported to Joint Committee on 27th November, joint working remains inclusive of BCC officers as agents to the shadow Unitary Authorities (UAs) and former district officers in developing advice, in a coordinated way with the Borough Council as far as possible.
6. This report therefore, concentrates mainly on the 4 key housing growth forecasts, the resulting employment distribution and the sub regional policy implications affecting the Growth Area (GA) and south of the county. Bedford Borough Unitary portfolio holders and Central Bedfordshire 'shadow Executive' (17th February) will respond to EERA in February.
7. A separate technical report (Appendix 1) details advice on a schedule of specific matters EERA requested, although not all are addressed as some matters are for the county/shadow UAs to consider and comment upon, specifically relating to the north of the County.

REPORT

8. The EoE Plan established a framework for development within the Region up to the year 2021 but now needs to extend to 2031 and also consider issues beyond. The roll forward to 2031 also needs to respond to recently published Government housing growth scenarios and sustainability and climate change requirements.
9. The Milton Keynes Sub Regional Strategy (MKSRS) already plans development for the Luton and South Bedfordshire GA up to 2031. EERA therefore, intends to integrate the GA within the EoE Plan review. However, the 4 housing growth scenarios indicate additional pressure on the GA and indeed the residual area in South Bedfordshire up to and beyond 2021, to accommodate significantly higher housing provision for the period up to 2031.
10. To flush out alternative spatial options to inform the review, EERA issued a 'Call for Proposals' inviting developers to propose opportunities for new settlements and urban extensions of between 2,000 and 20,000 dwellings although these have no planning status and are speculative. Proposals submitted for Luton and South Bedfordshire are listed in Appendix 2 and dealt with under Conclusions (section 27 of this report).
11. In addition, EERA has commissioned ARUP to produce a Regional Scale Settlement Study. The study assesses scope for settlement(s)/major urban extension(s) of 20,000 or more dwellings within the region. However, this work is seriously delayed and yet to be reported and so does not inform this advice - although it is understood that there are no significant proposals likely to affect the GA directly.
12. EERA also asked SA to consult key Bedfordshire stakeholders. A letter explaining the current process has been sent out jointly by Bedfordshire County and Luton Borough Councils also advising that there will be an opportunity to take part in future stages.

Joint Working

13. An Officer technical group comprising all of the section 4(4) SAs and shadow UAs was set up and met at a series of workshops split between the north and south of the County. The workshops evaluated the potential of extending the current policy approach to accommodate additional growth implied under the governments 4 housing growth Scenarios.
14. Officers from the Joint Technical Unit (JTU) applied key sustainability criteria suggested by EERA summarised as sustainability, environmental, economic, social, transport and deliverability implications. The work on the emerging preferred options and the discounted options for the growth area was then reassessed on the basis of any additional scope for physically accommodating additional housing and the likely implications against these criteria.

Appendix 3

15. The workshop concluded that under current planning proposals to 2031 in the emerging Core Strategy, 2 of the 4 housing growth scenarios were already being addressed. The MKSRS already allocated additional 'untested planning assumptions' of 15,400 dwellings beyond 2021 to 2031 (+ 500 dwellings assumed for the residual area). This effectively means that from 2007, the GA is only testing scenarios 3 and 4 i.e. delivery of an extra +9,300 to +500 dwellings to 2031 (Table 1 below)..
16. A further overview workshop took place on 11th December. The Environment Agency attended to advise on ecology, flood risk and waste water treatment issues. The workshop also considered any evidence from the other workshops on any necessary policy departure, cross boundary issues and potential district redistribution of housing growth.

Scenario Housing Growth Implications

17. For the Luton and South Bedfordshire GA (including the residual area of south Beds for the purposes of preparing the joint Core Strategy), the following four scenarios were tested:-
 1. RSS policy H1 pro rata to 2031: taking into account 2006-2021 residual housing still to find to 2021.
 2. National Housing Planning Advisory Unit (NHPAU) 'lower level' target: based on annual net additions required to meet government targets for the supply of new homes.
 3. NHPAU 'upper level' target: aims to ensure that the national quartile house price to earnings ratio is addressed (i.e. improved house price affordability through increasing supply).
 4. GVA or gross Value Added: where economic productivity is assumed to increase, boosting employment in certain GVA sectors in line with Regional Economic Strategy expectations, and resultant housing demand.
18. These scenarios translate in houses to build target as set out in Table 1.

Table 1: SBDC & Luton "housing to build" requirements (rounded) 2007-2031:-

Planned Core Strategy dwelling provision to 2031	Joint Growth Area Housing Growth Scenarios	Scenario Dwellings to build 2007 to 2031	To find above Core Strategy housing provision	% increase
	1. RSS policy H1	+38,600*	-	-
	2. NHPAU Lower	+41,700	-	-

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43,200	3. NHPAU Upper	+52,500	+9,300	+22%
	4. GVA growth	+43,700	+500	+1%

* Scenario1: EERA require testing 2006 to 2031

19. From the above table it can be seen that the proposed Core Strategy housing provision of 43,200 dwellings to 2031 already plans for the scenarios 1 and 2 - and arguably also approaches Scenario 3 GVA target. In terms of delivery – allowing for 2001-07 completions, historic building rates need to increase from 919 dwellings per annum to 1,500 dwellings per annum.
20. There continues to be a ‘pent up’ market demand and housing need - particularly for social and affordable family housing - in Luton where land supply is constrained. The required step increase in house building is achievable when examined against such local housing market conditions and recent performance. However, this step increase will require putting in place delivery mechanisms (e.g. an LDV) in addition to land supply in sustainable urban extensions served by strategic infrastructure. This will significantly boost delivery rates in south Bedfordshire - currently constrained by green belt and poor strategic infrastructure.
21. This serviced land supply, together with a step change, is also needed to help reduce the amount of long distance commuting to work and to ensue that planned employment provision is balanced with new households -although the GA clearly has a sub regional role as stated in the MKSRS in meeting wider needs including arising from Greater London.

Scenario Employment Growth Implications

22. The current aspiration or ‘reference value for monitoring’ is to generate 23,000 net additional Jobs in the GA over the period 2001-2021 as set out in the RSS. Taking into account the MKSMSRS additional 7,400 jobs between 2021 and 2031, this comes to a total requirement of 30,400 jobs.
23. Table 2 below, compares actual change in employee numbers in recent years (ABI source data) and the predicted trend, compared to the forecast jobs arising under each housing growth scenario.

Table 1: SBDC & Luton Employment requirements (rounded) to 2031:-

Joint Growth Area Employment Growth Scenarios	Forecast jobs 2007 to 2031	Employment trend 2001 to 2007	Predicted employment performance based on trend to 2031*
1. RSS policy H1	+40,100	+5,600	27,900
2. NHPAU Lower	+43,300		
3. NHPAU Upper	+51,500		
4. GVA growth	+76,700		

*Allows for an estimated+13% self employment

Appendix 3

24. In terms of recent trends, the economic performance of the joint area is dominated by Luton (e.g. Capability Green) with significant planned investments to be completed (e.g. Century Park, Butterfield Green and Napier Park). Such recent trends would support the feasibility of meeting the planned RSS and MKSM-SRS job requirement of 30,400. However, the scenario forecasts suggest more intervention will be needed. Nevertheless, a step increase in job creation will be achievable (assuming any future economic recovery) through trend allied to provision of key/strategic employment sites in the growth area urban extensions. This is a key recommendation of the joint Luton and south Bedfordshire Employment Land Review (ELR Feb 2007). This ELR strategy will also serve the Luton element of the conurbation in any economic upturn, with restructuring towards high technology and value added sectors.
25. Aspiring to meet the scenario job forecasts of +40,100 to +43,300 under scenarios 1 and 2, is also supported to maximise sustainable development, in terms of balancing jobs per household – increasing the planned ratio from 0.7 jobs per household to a ratio of 1.0 (i.e. a closer degree of self containment in urban extensions). Scenarios 3 and 4 are not feasible.
26. In summary, the economic factors all suggest that the emerging Core Strategy faces a significant challenge to deliver economic milestones, with a good prospect of success based on past performance, provided that key land and infrastructure is delivered. Scenarios 1 and 2 are close to the planned strategy capacity (allowing for existing provision yet to be completed). However, to do any more in terms of loading on more housing growth risks failure, and potentially unsustainable growth and travel patterns, as the economy is unlikely to support development beyond what is already planned and existing provision yet to be completed.

CONCLUSIONS

27. The Key findings examining the current planned approach for the GA against the 4 housing growth scenarios are listed below:-
 - The broad Core Strategy preferred options are the most sustainable locations;
 - None of the discounted options were feasible or sustainable to accommodate development;
 - At best it may physically be possible to accommodate up to 3,000 additional dwellings – however, these would be unsustainable against the given criteria (e.g. deliverability, economic capacity);
 - To pursue additional growth whether via higher density or additional land take would seriously put at risk delivery of the existing Core Strategy, the vision, spatial priorities and integrated landuse and transport strategy at the heart of the growth area;

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- Residual area rural settlements would not make a strategic contribution, needing to remain in scale and keeping with their form and setting in the south Bedfordshire green belt (respecting the Core Strategy Issues and Options consultation)
 - The four developer bids (listed in Appendix 2) offered no significant new economies of scale or solutions to overcome any default against the given assessment criteria and did not relate to the vision and integrated concept of delivering a growth area.
 - Existing growth proposals are still being tested and stretched against the key infrastructure delivery dependencies, testing of additional development loading is therefore, premature and runs the real risk of blocking LDF progress achieved so far.
28. Overall the series of workshops concluded that, taking the scenarios into account; scenarios 3 and 4 were untenable. Particularly, for the south of the county - there was no justification for altering or amending the sub regional policy framework as scenarios 1 and 2 were already being addressed. The pressure to accommodate additional growth will seriously undermine, and put at risk, the delivery of the hard won emergent LDF strategies, for a step increase in existing policy commitments to 2021 and beyond to 2031 against a sustainable development strategy and the planned capacity of the economy.
29. However, examining broader strategy, sustainable development issues and climate change, it was considered that EERA needs to ensure that key evidence e.g. on the Regional Scale Settlement Study (e.g. new settlements of 20,000+), is duly made available, in order to test sustainable development options across the region, against the spatial strategy. Until this work is available and complete, there will be significant uncertainty and additional strategic risks. Specifically, any emergent large scale development proposals of 20,000+ dwellings, will have cross boundary implications. Such proposals could expose embryonic growth areas, such as the Luton and South Beds GA, to considerable risks in terms of delivery, priority of investment and integrated land use transport strategy and indeed the capacity of the building industry and economy to respond. Any such departure would also have to be justified against a regional assessment, looking at the role and function of major new and existing settlements and growth drivers, including cross regional transportation networks outside the Bedfordshire and Luton component of the MKSRS sub region.
30. The Executive committee is asked to endorse the work and issues identified in this report as the basis for a technical and policy response to EERA.

Appendix 3

PROPOSAL/OPTION

The Borough Council may choose not to submit advice to EERA on the consultation and review of RSS. However, this would run the risk of development being imposed on the borough and surrounding communities with no democratic input to ensure that development is sustainable, deliverable and supported economically and by planned infrastructure.

ENVIRONMENT IMPLICATIONS

The decisions on regional spatial policy and sub regional policy will set the context for delivering sustainable communities and a quality environment for the citizens of Luton and surrounding communities affected by the growth area.

APPENDIX

Appendix 1: Technical Response

Appendix 2: List of EERA Call for Proposals - Developer Bids

LIST OF BACKGROUND PAPERS **LOCAL GOVERNMENT ACT 1972, SECTION 100D**

Non.

**Central Bedfordshire Shadow Executive
17 February 2009**

Item CR5

Creating Central Bedfordshire – Progress Report

Supplementary Report on Shared Services

Additional recommendations:

- 1 That the proposed way forward for service delivery as set out in respect of each service listed in Appendix A of the report now submitted, be approved;**
 - 2 That delegated authority be given to the Chief Executive to change the list dependent upon the outcome of any further negotiations;**
 - 3 That delegated authority be given to the Chief Executive and Directors to “sign off” the final versions of the service level agreements in their respective service areas.**
-
- 1 This supplementary report relates to paragraph 10 in item CR5 in the circulated agenda for the meeting of Shadow Executive on 17 February. It provides an update on shared services and it includes **Appendix A** referred to in the main report.
 - 2 Appendix A lists all the services for which Service Level Agreements (SLAs) have been considered, the proposed way forward for each service when the matter was reported to Shadow Executive on 10 June 2008, the current position regarding that service and the stage reached in preparing an SLA. The presentation of the SLAs in Appendix A is alphabetical by directorate. Services that have been considered but where an SLA is not to be prepared are shaded grey.
 - 3 The completion of SLAs is a high priority and the original aim was to complete them by the end of January. The SLA though is a by-product of the more fundamental matters it contains – who is delivering what service, at what standard, at what cost, and are we sure that everything will be in place to deliver the service on 1 April.
 - 4 Considerable progress has been made in the last month but is proving complex and time consuming at a time when officer capacity is already stretched. In summary, officers are now working on 48 SLAs. This is fewer than reported to the last meeting of Shadow Executive. The reasons for the reduction are that some services have been combined; in other cases the service concerned is provided by only one officer and in such cases an SLA is inappropriate. In the latter case a “side letter” will be agreed between relevant Directors of the two councils.

- 5 The starting point for each SLA is a standard template which officers acting for Central Bedfordshire and Bedford Borough have adapted from a version produced by the Cabinet Office. The template includes an overview of each service, performance standards, issue management, compliance rules, how change control will be handled, termination and exit rights, charging and detailed service schedules.
- 6 The steps that are being followed to complete each SLA are:
 1. Confirmation from ICT that they can support the service standard specified by the SLA including the following:
 - a. availability
 - b. reliability
 - c. serviceability
 - d. performance
 - e. data integrity
 - f. recoverability
 - g. service hours
 - h. hours of support
 - i. security and privacy
 - j. special conditions;
 2. Check with Director / Head of Service that staff numbers in the SLA match the agreed staff structure;
 3. Check all costings with finance (consult with finance on what to include);
 4. Each lead officer to submit the information needed to fill in the blanks in the template (subject to the points above);
 5. First draft to be issued back to the lead officer for comments;
 6. Following comments, final draft to be issued
 7. Confirm with the authority that will receive the service (the customer authority) that the SLA has their agreement;
 8. Each SLA to be signed off by the relevant Director;
 9. Copies of each signed SLA lodged centrally by both authorities;
 10. Budget figures in the SLA confirmed with finance;
 11. Confirm accommodation available for all staff covered by the SLA;
 12. Clarify who will be taking part, and with what roles, in future governance arrangements, arrange date of first governance meeting.
 13. Training arrangements put in place;
 14. Testing service delivery to be carried out by 8 March latest;
 15. Any outstanding issues logged centrally.
- 7 A generic service level template is also being prepared to cover any services that are identified for sharing late on. Officers understand that this sort of thing happened during reorganisation in the 1990s. The generic template will include standard provisions on cost recharges and governance that can be applied to any shared service.

Contact: simon.redmore@midbeds.gov.uk. Tel 01462 611255

Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Business Transformation and Customer Services					
Community Intelligence Team	NOT SHARE	N/A		Agreed to disaggregate on Day 1.	No SLA needed
Council Tax Administration	NOT SHARE	N/A	Not shared.	Agreed not to share.	No SLA needed
Customer Contact	NOT SHARE	N/A	County Contract Centre to be a shared service from day one and hosted by CBC.	Agreed to disaggregate on Day 1 following decision on the way forward by CBC Shadow Executive on 30 September.	No SLA needed
Housing Benefit Administration	NOT SHARE	N/A	Not shared.	Agreed not to share.	No SLA needed
Partnership Team (LSP / Community Strategy / LAA)	NOT SHARE	N/A	Initial sharing of the small officer team of two, but agreement has been made to create a CBC LSP with its first meeting early in 2009. It is intended to create two LAAs from 2009/10.	Agreed to disaggregate on Day 1.	No SLA needed
Coroners service	SHARE	CBC	Shared service – CBC to host as Coronial Court is located in Dunstable.	Agreed to run as a shared service, hosted by CBC. Coroners Court still to agree to new arrangements.	Blank template sent to Caroline Ritchie. Response awaited.

Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Registration of Births, Marriages and Deaths	SHARE	CBC	Host in CBC, as CBC will get the larger share of the Trading Standards team – and they multi- task on registration.	Agreed to run as a shared service, hosted by CBC.	Caroline Ritchie working on second draft.
Children Families and Learning					
14 - 19 Service	SHARE	BBC		Agreed to run as a shared service with BBC to host until regulations change. Edwina Grant to chair the 14 - 19 forum.	Second draft sent out on 9 February
Adoption & Fostering	SHARE	CBC	Proposed as a shared service, as this is a small, specialist service. CBC could host this service but it should be reviewed in Year 2.	Agreed to run as a shared service on Day 1 hosted by CBC.	Draft SLA sent out on 2 February. Agreement awaited on charging.
Adult and Community Learning	SHARE	CBC	Officers recommend Adult & Community Learning would be a shared service hosted by CBC. A contract runs until August 2009.	Agreed to run as a shared service, hosted by CBC until contract with Learning & Skills Council expires in August 2009. This will need to be reviewed well in advance of that date.	At final draft
Advisory Support Communications	SHARE	BBC			First draft sent out on 5 February
Archives	SHARE	BBC	This should be shared and hosted by BBC, while remaining located in County Hall – with SLA with CBC managed within cultural services.	Agreed to run as a shared service, hosted by BBC.	Second draft sent out on 9 February

Transitional Service Delivery / Shared Services
as at 13 February 2009

Item CR5 - Appendix A

Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Bedfordshire Training & Assessment Centre (BTAC)	SHARE	CBC			First draft sent out on 5 February
Building Schools for the Future	NOT SHARE	N/A	Only impacts on Bedford in the immediate future. CBC needs to consider for the medium term.	BBC will run its own BSF programme from Day 1 and CBC will take a view in respect of future investment waves for their authority at the appropriate time.	No SLA needed
CDC - early years support team	SHARE	BBC		Meeting held on 17 September agreed in principle to keep together as a shared service for 2009/10 to allow each new unitary time to review its needs and requirements from SEN. Agreed for BBC to host as the centre is based in Kempston and the asset will transfer to BBC	First draft sent to Nicola Gardner on 2 February. Response awaited.
Child and Adolescent Mental Health	SHARE	PCT	There are two options with this service, but the favoured one is initially for the PCT to run as a shared service, subject to BBC agreement, then to review in Year 2.	Agreed to run as a shared service, hosted by PCT. CAMH and teenage pregnancy will be incorporated in single SLA for Joint Commissioning Health Unit (JCHU)	SLA drafted. Contact with PCT escalated to Muriel Scott.
Children's services; youth inclusion and Strategy & commissioning services	NOT SHARE	N/A	There will be a "partnership" agreed by April 2009, and Commissioning should initially be shared with CBC as host, but with planned disaggregation by April 2011.	Agreed to disaggregate on Day 1.	No SLA needed

Transitional Service Delivery / Shared Services
as at 13 February 2009

Item CR5 - Appendix A

Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Connexions	NOT SHARE	N/A		Meeting held on 17 September agreed that the service be disaggregated on day 1 and that the contract arrangements for services shared with Luton BC be not extended after the termination date of 31 March 2009	No SLA needed
Connexions back office function	SHARE	CBC			Second draft sent out on 9 February
Countryside Access/Rights of Way	NOT SHARE	N/A	This is located within Countryside services at BCC, with almost 90% of the estate located in CBC. It is therefore recommended that CBC hosts a shared service. It is proposed that it is located within a countryside unit, with play, leisure and open space. It would also involve managing some countryside partnerships (e.g. the Greensand Trust).	Agreed to disaggregate on Day 1.	No SLA needed
County Music Services	SHARE	CBC	Involves 200 tutors. Should be a shared service. Officers recommend that Bedford hosts, with SLA to CBC (cultural services). A trust option is currently being considered. 4 of the 5 music centres are in Central Beds. TTF preference is for CB to host.	Agreed to run as a shared service, hosted by CBC.	Awaiting signature
County Sports Service etc	SHARE	BBC	Proposed that CBC should administer this property that will be jointly owned by both new authorities in accordance with the regulations for disaggregating assets that are located outside the County boundary. BBC will own and host the Kempston Outdoor Centre.	Agreed to run as shared services, hosted by BBC but the sub-regional Schools Sport Competition Team (externally funded by the Youth Sports Trust until 2011) will be hosted as a shared service by Luton BC.	No SLA needed
CWD Respite care and support home	SHARE	CBC			Extra two weeks requested by lead officer.

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Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Early intervention and prevention	NOT SHARE	N/A		Meeting held on 17 September agreed in principle that the services including BTAC, Inform 0-19 and Workforce Development should be disaggregated from day 1	No SLA needed
Education ICT	SHARE	BBC		Meeting held on 17 September agreed in principle to a) business to cease all electrical testing and repairs for schools by 31 March 2009; b) the remainder of the business ie the statutory element and the school trading element should be kept together for 2009/10 and provided as a shared service hosted by BBC. However, the Strategy Officers in the team would be disaggregated on day 1. Patrick Shevlin wrote to Gordon Johnston about the agreement made at the Vulnerable Services Meeting (14/10/08) that the 4 Education ICT Strategy Officers should remain together, hosted by CBC - the position to be reviewed during 2009/10.	Response awaited.
E-learning	SHARE	CBC		Includes county behaviour log	Draft sent out on 2 February. Response awaited.
Free School Meals	SHARE	BBC		Agreed to run as a shared service. BBC to host until review. Issues raised by BBC whose initial reaction is that the service should be shared on Day 1. CBC agree and contracts have been confirmed to safeguard service on Day 1.	This will be a separate SLA.

Transitional Service Delivery / Shared Services
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Item CR5 - Appendix A

Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Joint Child Health Commissioning Unit	SHARE	PCT		Includes teenage pregnancy	In preparation.
Leisure	NOT SHARE	N/A	Not shared. Current discussions on development of CBC unit with countryside, cultural services, community learning, sport, etc. To be located within Children's Services directorate.	Agreed not to run as a shared service.	No SLA needed
Libraries procurement	SHARE	BBC	Officers recommend a centralised specialist library procurement unit, hosted by BBC, with an SLA for CBC. The 13 CBC libraries would be locally managed within Cultural Services. Adult & Community Learning would be a shared service hosted by CBC. A contract runs until August 2009.	Agreed that each authority would run its own libraries but the procurement would be delivered as a shared service hosted by BBC.	At final draft
Local Safeguarding Children's Board	SHARE	CBC	Propose that this remains a County wide statutory Board. This would be more convenient for partners but an accountable body needs to be agreed. Review in Year 1.	Service is to be disaggregated over a 12 month period	First draft sent out on 29 January. Arrangements for monitoring and charging not yet resolved. Response awaited..
Outdoor education - Blue Perris	SHARE	BBC		Although available it is not frequently used due to the 6 hours distance. There are other options available. CBC would rather be in a position to choose venues appropriate to groups as opposed to be tied into Blue Perris. A charge is paid for each use.	See below
Outdoor education - Duke of Edinburgh's Award Scheme	SHARE	BBC		It will be essential for both authorities to develop the scheme.	See below

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Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Outdoor education - Kempston Outdoor Centre	SHARE	BBC		CBC would like to use Kempston regularly. There is a charge for this which could continue as at present	See below
Outdoor Education and Activities	SHARE	BBC			Draft sent out on 2 February. One SLA covering all three outdoor services - Blue Parris, Kempston, Duke of Edinburgh's awards. Response awaited. Doug Jones leading
Professional Development Centre	SHARE	?			No SLA needed
SACRE (Standing Conference on Religious Education)	SHARE			Meeting held on 17 September agreed in principle to keep as a shared service to be reviewed in year 1	No SLA needed
School Admission and Exclusion Appeals	SHARE	BBC		Bedford are leading for the five months of transition (April to August 2009) for the school appeals panels.	Awaiting signature
School Admissions	SHARE	BBC		Agreed to run as a shared service. BBC to host until August 2009. Issue raised by BBC whose initial reaction is that service should be shared on Day 1, CBC officers agree but further discussion required on hosting.	First draft sent on 2 February. John Goldsmith concerned over SLA template. Guidelines on 6 February may help.
School Improvement	NOT SHARE	N/A	Not shared.	Agreed not to run as a shared service.	No SLA needed
School meals catering	SHARE	BBC	Catering contract is currently with Eden, managed by BCC Facilities. This would seem a prime candidate for sharing – hosted by BBC.	Agreed to run as a shared service, hosted by BBC, to be reviewed in Year 1.	Delay due to uncertainty over relationship of this service and free school meals.

Transitional Service Delivery / Shared Services
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Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
School Transport Services	NOT SHARE	N/A	Shared service – but need to review in year 2. BBC to host.	Agreed to disaggregate on Day 1.	No SLA needed
SIMT - early years	SHARE	BBC			First draft sent out on 5 February
Special Education Needs	NOT SHARE	N/A	This is a small specialist service, but costs and political profile counter the argument for sharing it. BCC recommend it remains a county wide service along with other specialist education services, but the view from the TTF is for segregation on Day 1 with respect to most of the service.	Disaggregate on Day 1 with the exception of Oakbanks (Leighton Buzzard) and PRU (Kempston) which should be run as shared services and hosted appropriately.	See below
Special Education Needs (Oakbanks - Leighton Buzzard)	SHARE	CBC		Agreed to share Oakbank at Leighton Buzzard from Day 1 hosted by CBC.	First draft sent out on 30 January. Response awaited.
Special Education Needs (PRU - Kempston)	SHARE	BBC		Agreed to share PRU at Kempston from Day 1 hosted by BBC. Should be referred to as Greys Education Centre	First draft sent to Peter Wylie on 6 February
Teenage pregnancy	SHARE	PCT	Likely to be a shared service run by the PCT.	Agreed, in principle, to be run as a shared service, hosted by PCT, subject to final details being agreed. Included in Joint Child Health Commissioning (see ref 1)	Part of the Joint Commissioning Health Unit (JCHU) including Child and Adult Mental Health Services
Youth Offending	SHARE	BBC	A very well performing service. In principle agreement to remaining a shared service; the host authority to be agreed with BBC. Eventually this could be assimilated into the Children's Trust.	Agreed to run as a shared service, hosted by BBC.	Draft sent out on 29 January. Response awaited from lead officers.
Corporate Resources					
Ceremonial matters	SHARE	CBC		Agreed to run as a shared service, hosted by CBC.	No SLA needed.

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Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
County Council Post and Mailing Services	SHARE	BBC		Agreed by Michael Gough and Caroline Carruthers in respect of the current County Council Post and mailing / delivery services based at County Hall that this will be a shared service, and that team is to transfer en block to Bedford Borough. There are 22 officers listed in the "post room" team and the 9 formerly listed as disaggregated to CBC are to transfer to BBC.	Michael Gough putting SLA together. Work covers internal post distribution in County Hall. SLA needed.
HEART Education Supply Service	SHARE	CBC	see 36.1	Agreed to run as a shared service, hosted by CBC. Note this is potentially profit making and needs to be run an open book basis.	First draft sent out on 29 January. This is a partnership agreement and will be a departure from the standard template.
Human Resources - Majority of service	NOT SHARE	N/A	Human Resources can be divided into two parts: Strategic advice and support that both authorities are likely to keep as small retained units and a transactional element e.g. recruitment and selection, learning and development, school support and payroll input.	Agreed to disaggregate on Day 1. CBC wish to see two small elements run as shared services (see below)	No SLA needed

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Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
ICT	N/A	N/A	It is proposed that ICT should be organisation based and not shared. There may be elements of ICT (e.g. software systems) where it is pragmatic, efficient and economic to share and these will be pursued on an individual basis as part of service design. The ICT OSG will closely co-ordinate this activity in conjunction with BBC staff.	Agreed to prepare an SLA to include - core infrastructure such as desktops and network (ie PCs that CBC employees in County Hall would use); SWIFT (social care); TRIBAL (education); access to data centres; contact centre ACD .	Draft input awaited.

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Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Internal Audit / Risk Management / Health & Safety - Management etc	NOT SHARE	N/A	There is potential for creating a pan Bedfordshire (including Luton) Internal Audit Service but, in the first instance, to ensure that governance structures have appropriate access to dedicated support both new authorities would want dedicated Internal Audit management support. It is, however, possible to share audit specialist support e.g. computer and contract audit staff and other related skills such as risk management, insurance and health and safety. Audit of Schools Financial Standards – FMSIS – is the main proposal being pursued at present. It is proposed that staffing structures will be co-ordinated to ensure that specialist staff are identified and shared across two or more authorities. Corporate Resources TTF was particularly concerned that appropriate advice for the new Audit Committees should be readily available and is, therefore, content with this way forward.	Agreed to disaggregate on Day 1 but to look to sharing certain specialist services (see below), subject to the final operational and financial arrangements.	No SLA needed
Internal Audit / Risk Management / Health & Safety - Schools' Audit Team	SHARE	CBC	see 38.1	Agreed that current BCC Schools' Audit Team will be run as a shared service, hosted by CBC subject to final operational and financial arrangements being agreed between the parties. CBC would wish to include some elements of school's risk management in the agreed SLA.	Blank draft sent to Phil Simpkins and passed on to Phil Houghton. Draft awaited.
Legal Services - Adult and Children's legal team	NOT SHARE	N/A	see 39.1	Possible sharing of specialist service (Adult and Childrens' services) was explored. Officers have agreed not to share this team.	No SLA needed

Transitional Service Delivery / Shared Services
as at 13 February 2009

Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Legal Services - management etc	NOT SHARE	N/A	No overall sharing of legal services management is proposed but some discrete specialist advice services that would not be economic to disaggregate should be considered e.g. Education, Adult Social Services and Children Services. BBC are happy, in principle, to share this specialism. This could be achieved on a hosting basis with strong service level agreements. Corporate Services TTF having expressed some concern about current service arrangements was content with this approach and suggested that all shared (or not disaggregated services) should be reviewed in year 2 of operation.	All legal services to be disaggregated from Day 1.	No SLA needed
Occupational Health	SHARE	BBC	see 36.1	Agreed to run as a shared service, hosted by BBC.	Draft awaited

Transitional Service Delivery / Shared Services
as at 13 February 2009

Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Payroll	NOT SHARE	N/A	<p>Payroll at BCC is fully integrated with SAP. BBC currently run payroll services for MBDC and others using a different software system. Officers are reviewing both systems but it is likely that the integrated SAP system currently run by BCC will be the most appropriate system for CB. SERCO currently operate two contracts for BCC – payroll services and second line SAP technical support. CB is likely to need similar contracted services should SAP be the chosen system; preliminary negotiations with SERCO have been positive. No reason why payroll should not be delivered as a shared service but this will probably be dependant on the system chosen. BBC has not indicated a preference but is unlikely to be able to pay transferring BCC staff on day one from their existing system. Corp Res TTF's view was that CB should use an outsourced payroll provider and there was compelling reason to continue with SERCO. The case for SAP had been made and BBC should be invited to share on that basis. This could be reviewed again in 2009/10 before end of SERCO's current contract.</p>	<p>Agreed that each authority would run their own payroll service from Day 1.</p>	<p>No SLA needed</p>

**Transitional Service Delivery / Shared Services
as at 13 February 2009**

Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Pension Fund	SHARE	BBC	<p>Not strictly a shared service nor one that may be disaggregated. One authority (either BBC, CBC or Luton) will be required to act as the administering authority for the Bedfordshire Pension Fund currently administered by BCC. Running expenses are a charge to the fund and not an authority's General Fund therefore there are no adverse financial implications of being an administering authority. Current staff and systems are all based in Bedford and are relatively self-contained and BBC have agreed to take on the administering role. Member governance arrangements will need to be adjusted to reflect the nature of the new unitary structure in the County. Members of the Corporate Resources TTF were content to proceed on this basis.</p>	<p>Agreed BBC to host the administration subject to clarification that the interface and any other costs do not exceed a nominal amount (i.e. £10,000) otherwise CBC will host. As at 10 Sep 08 - BBC confirmed that transition costs will be less than £10,000 and, therefore, BBC will administer fund. As this is not technically a shared service an SLA will not be required as the Pension Fund is governed by Pensions legislation.</p>	No SLA needed
Printing Team & Creative Services	NOT SHARE	N/A	<p>Potential identified but further work needed. There is a small unit, currently located within County Hall with a contract running until March 2012. There are also facilities in Dunstable and Priory House. It is recommended that this service should be shared, with CBC acting as host.</p>	<p>Each authority to run and organise its own printing services etc. County elements to be disaggregated on Day 1.</p>	No SLA needed

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as at 13 February 2009

Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Procurement	NOT SHARE	N/A	There is potential for this, essentially back office function, to be as lean as possible. As in the case of payroll procurement it is part of the integrated SAP system and there would be benefits for this to continue. CBC would be able to host a joint procurement function. Corporate Resources TTF members were reassured that a joint arrangement would not fetter either party being able to specify what actually needed to be procured and from whom. Savings realised would need to be demonstrated and performance reviewed after two years of operation.	Each authority to run and organise its own procurement arrangements. County elements to be disaggregated on Day 1.	No SLA needed
Property Management - Mouchel contract	NOT SHARE	N/A	see above	Originally agreed to continue to run the MOUCHEL contract as a shared service, hosted by BBC, until its expiry in 2010 and to re-let a co-ordinated contract in the future. CBC to decide, at the appropriate time, whether or not to join with BBC as joint owners of an arms length service unit or, alternatively, to out-source independently. Subsequently decided to disaggregate.	No SLA needed

Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Property Management - lease renewal, land & property transactions	NOT SHARE	N/A	Possible conflict of interest and priorities if strategic management of property services was to be shared. Maintenance arrangements for BCC are currently outsourced and this, in the view of the Corporate Resources TTF should be continued.	Agreed not to run as shared service and County elements to be disaggregated on Day 1.	No SLA needed
Sustainable Communities					

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Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Archaeology	SHARE	CBC	Albion Archaeology operates as a commercial trading unit and is a separate service area to the Heritage and Environment Service of BCC. The latter provides archaeological advice to the local planning authorities and houses the Historic Environment record. As Albion operates within the commercial sector, it has always been important to make a clear distinction between the provision of planning advice and the provision of an arm's length service to developers. At this stage there appears to be financial benefits in keeping a single team together to maximise income and resilience to market fluctuations. It is therefore proposed as a shared service with CBC as the host. Further work needs to be done to develop this proposal and in particular to examine more closely the relationship with the Heritage and Environment service.	Agreed to run as a shared service, hosted by CBC. Archaeology is to be run as a trading unit; clarification needed on funding any future redundancy costs	No SLA needed.
Casualty Reduction Partnership	SHARE	CBC	Potential identified but further work needed.	This is currently a Bedfordshire & Luton joint initiative around road safety and the minimisation of road traffic accidents. The service is grant aided by BCC, Police and Luton BC. Agreed to run as a shared service, hosted by CBC but subject to details being agreed on "modus operandi". Luton BC to be involved in the discussion and decision.	The existing memorandum of understanding will be amended to reflect the inclusion of CBC and BBC. This being the case there is no need for an SLA.

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Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Domestic Violence Partnership	SHARE	CBC	At a meeting of the Domestic Violence Partnership Chief Officers' group in April, it was resolved that the DV team should serve both unitaries and be hosted by one of them. CBC officers expressed a preference to host.	Agreed to run as a shared service, hosted by CBC.	Second draft sent out to Jane Moakes. Under discussion with BBC
Economic Development, Regeneration, Tourism	NOT SHARE	N/A	Not shared.	Agreed not to run as a shared service.	No SLA needed
Emergency Planning and Local Resilience	NOT SHARE	N/A	Following consideration of a detailed report OSG, OPB and Interim CX and Shadow Authority Leader, CBC firm preference is for a disaggregated service located within Community Safety and Public Protection, within the Sustainable Communities Directorate. Luton has been approached to join in a shared service and have declined.	Agreed to disaggregate on Day 1.	No SLA needed

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Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
European Social Co-Financing	SHARE	CBC	<p>The European Social Fund Programme delivers on two areas supporting the emerging LAA (tackling worklessness and young people not in education, employment or training). The co-ordinated administration of the ESF Programme is proposed for the period 2008 to 2013 in the context of the Co-Financing Organisation status awarded to in October 2007. Discussions are continuing at officer level for Central Bedfordshire to host the resources and administer the ESF programme for the period to 2011 (and to 2013 if resubmitted plans are approved) on the basis that the programme will still provide for beneficiaries across Bedfordshire. A similar approach is also supported for the delivery of the strategic European Union and external funding function. NB to take this forward Specific Agreement is required that CBC are nominated as the successor authority for co-financing status for the ESF programme 2007-2013. This is an essential requirement of the national operating procedures that govern ESF programmes.</p>	<p>Agreed to run as a shared service, hosted by CBC. CBC to be accountable body.</p>	<p>Awaiting signature</p>
Financial Investigation Unit	SHARE	CBC		<p>Agreed the allocation of the FIU and Head of Trading Standards to the Borough, with the FIU operating as a shared service supported by an SLA; with the Borough hosting the shared service with it running up to the end of the current contract (March 2010). A concern is how viable and sustainable the FIU can be in the longer term.</p>	<p>Second draft sent out on 9 February</p>

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Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Heritage	NOT SHARE	N/A	Following discussions with BBC a common view has emerged that this service is to be disaggregated.	Agreed to disaggregate on Day 1.	No SLA needed
Highways (AMEY Highways Contract)	NOT SHARE	N/A	Highways contract needs to be a shared service managed by a joint board comprising representatives of the two unitaries and contractor. (See also Transportation & Highways). Following this initial position CB agreed BBC to lead on contract management.	Agreed that the AMEY contract should continue but in two separate parts and not as a shared service - each authority to "manage" its own element (subject to final discussions and agreement with AMEY)	No SLA needed
Licensing	NOT SHARE	N/A	Not shared and located within Community Safety and Public Protection.	Agreed not to run as a shared service.	No SLA needed
Local Development Framework	NOT SHARE	N/A	The LDF for South Bedfordshire is being prepared on a joint basis with Luton Borough (and BCC) for the Luton and South	Agreed that each authority would run its own LDF arrangements to suit local circumstances.	No SLA needed
Minerals & Waste Planning	SHARE	CBC	This is currently run by BCC, with the team delivering the service to Bedfordshire and Luton. The team are working towards the completion of the Bedfordshire and Luton Minerals and Waste Development Framework. This includes a Core Strategy and Site Allocation Development Plan documents, all of which are due for adoption by 2010. It is common ground between the authorities, and strongly supported by GO-East, to proceed to completion on the current boundaries. This approach was also supported by the TTF. It is proposed that this service is shared with a review in 2010 (year 2). As the majority of sites covered by the team are in CBC it is proposed that CB should host the shared service.	Agreed to run as a shared service, hosted by CBC. Bedford have agreed to proposed recharge.	Draft sent out on 29 January. Response awaited from lead officers (Gary Worth and Roy Romans)
Trading Standards	NOT SHARE	N/A	This is proposed as a disaggregated service by CBC. The TTF endorsed this at its meeting on 4 June 2008. It is recommended that the service sits within Community Safety/Public protection.	Agreed to disaggregate on Day 1.	No SLA needed

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Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Trading Standards Laboratory	SHARE	BBC			Jane Moakes working on response to first draft sent out on 2 February.
Transportation Services & Highways	NOT SHARE	N/A	This service represents four distinct parts: the Amey Highways contract, Integrated Passenger Transport Unit, Parking, Traffic and Road safety and Operational Highways policy. Highways contract needs to be a shared service managed by a joint board comprising representatives of two unitaries and contractor. Further discussions needed on the disaggregation or not of the remaining 3 areas.	Agreed to disaggregate on Day 1.	No SLA needed
Waste Disposal - CHP and Power / Energy from Waste Plant with residual landfill	SHARE	CBC	see 34.1	Agreed to run as shared services, hosted by CBC.	No SLA needed.
Waste Disposal - Elstow Material Recovery Facility / Transfer station	SHARE	BBC	see 34.1	Agreed to run as shared services, hosted by BBC.	Question still over BCC letting contract. GJ to check with Stewart Briggs. SLA definitely needed. Draft awaited. Steve Whittaker involved for CBC.

Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Waste Disposal - HWRCS (tidy tips), recycling of glass, processing of food waste, on farm composting	NOT SHARE	N/A	In accordance with the bid document, all four authorities have agreed that this will be a hybrid of shared and individual services. HWRCS (tidy tips), recycling of glass, processing of food waste and on-farm composting facilities will be operated separately. The CHP and Power/Energy from Waste Plant with residual to landfill (CBC) and Elstow Material Recovery facility/Transfer station (BBC) will be operated as shared services with a recharge based on tonnages. Whether waste disposal up to the opening of the EFW/CHP is a shared service will depend on the outcome of the tendering processes currently underway. The arrangement to deliver residual waste from South Bedfordshire at the Luton Borough Council station, will continue.	Agreed to disaggregate on Day 1.	No SLA needed
Social Care Health and Housing					
Acquired Brain Injury Social Worker	SHARE	BBC		80% funded by PCT. Will be single person p	No SLA needed.

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Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
<p>Adult Social Care Teams/services where the Business/risk case has been considered by the TTF</p>	<p>NOT SHARE</p>	<p>N/A</p>	<p>Delivery of Adult Social Care should be disaggregated from Day 1 of CBC. This would reduce uncertainty to staff and mean going through the process of setting up new service delivery arrangements once only. Thought was given to sharing services on the basis of pragmatism, and to manage change well, provided that CBC is working towards being autonomous in the near future. Members decided that it would become increasingly difficult to deliver services on an autonomous basis due to changing demographic pressures and the national agenda on Personalised Care. Plan to work collaboratively with Bedford, Luton and Milton Keynes councils, the PCT, Police and others as appropriate. TTF recognised that partnership is different to shared service delivery and recommended that the following Social Care teams are not shared – Welfare Rights/Community Finance; Locality teams; Quality and Review; Brokerage; contract Compliance (Domiciliary Care); Performance “Commissioning” (Policy) team; including LINKS co-ordinator.</p>	<p>Agreed to disaggregate on Day 1.</p>	<p>No SLA needed</p>

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Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
BDAAT	SHARE	CBC	Original position, supported by BBC, CBC and PCT is for BDAAT to be transferred to the PCT, but to deliver in both authorities. Review in Year 2. A detailed proposal paper has been prepared.	Originally agreed for PCT to host as a shared service, subject to concluding an SLA between the parties. Tony Keaveney, Simon White and Nicola Bell met in late November and re-affirmed the position of "hold Bedfordshire-wide" and review year 2. They agreed that CBC host (retaining a treatment locus) until the fundamental review in year 2, when the focus may change to Safer Stronger. Subsequently agreed review would be brought forward to year 1 rather than year 2, which ties in with the development of the CB Community Safety Partnership.	Second draft sent out 9 February
Commissioning Adult Mental Health services	SHARE	PCT	CBC and the PCT support the view that the Mental Health commissioning role for the local authorities and PCT should be shared, to be reviewed in year 2. PCT to host.	Agreed, in principle, to run as a shared service, hosted by PCT subject to detailed discussions and SLA.	SLA not appropriate. Service will be managed as a budget issue. David Jones to lead. Confirmation needed of whether the s.75 can be novated.
Community Finance Officer (Dunstable)	SHARE	CBC			Covered as a single post. No SLA needed
County-wide Social work teams. Bedford Hospital Social Work Team.	SHARE	BBC	see 11.a	Agreed to run as a shared service, hosted by BBC.	Second draft sent out on 9 February
County-wide Social work teams. Emergency Duty Team (shared with LUTON)	SHARE	CBC	Emergency Duty Team (shared) with Luton) and Bedford Hospital Social Work Team should be shared, as efficient to do so. Review Year 3. CBC to host Emergency Duty Team. BBC to host Bedford Hospital Social Work Team.	Agreed to run as a shared service (also with Luton), hosted by CBC. Note - ICT will not be resourced to support this service out of hours.	Response to first draft received 9 February. Current lead is Keith Hill
Deaf and Hearing Impairment	SHARE	BBC			Jodi S to supply detail - awaited

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Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Deaf, Sensory & Visual Impairment	SHARE	BBC	Specialist team, closely aligned to Sight Concern; proposal is to share review in Year 3. BBC to host as staff based in Bedford.	Agreed to run as a shared service, hosted by BBC.	See below
Direct Payments Team	SHARE	CBC			Covered as a single post. No SLA needed
Director of Public Health	SHARE	PCT	It is proposed to share the appointment of Director of Public Health. This is supported by the Regional DPH. The role of statutory Complaints Officer for Adult Social Care is not to be shared, as both authorities intend to integrate within corporate complaints.	Agreed to share appointment of Director of Public Health but SLA seems inappropriate. Currently funded 50/50 between PCT and BBC. Assumption is that PCT pay 50% and BBC/CBC share the remaining 50% based on 60/40 population split.	Confirmation needed whether an SLA is necessary.
Higher Needs Care Coordinator (Dunstable)	SHARE	CBC		Role of the postholder is to challenge PCT costs. Tends to cover own costs.	Covered as a single post. No SLA needed
HIV / AIDS Social Worker (funded through AIDS grant - based in Bedford)	SHARE	BBC			Grant funded post. Will be single person post. No SLA needed.
Hospital Discharge Social Worker for people with disability based in Bedford	SHARE	BBC			Move into hospital social work SLA. No SLA needed.
Housing	NOT SHARE	N/A	Not shared.	Agreed not to run as a shared service.	No SLA needed
Learning Disability (Social Care)	SHARE	BBC	Adult Placement Scheme; Employment (work based schemes) and Person centred planning should be shared as specialised. Review Year 3.	Agreed to run as a shared service, hosted by BBC.	This will not be an SLA

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Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Local Adult Safeguarding Board	SHARE	BBC	The SOVA (Safeguarding of Vulnerable Adults) team will not be shared as TTF identified "accountability" as important.	Frank Toner to chair	This will not be an SLA
Paediatric Occupational Therapists	SHARE	CBC			Jodi S to prepare SLA. Not yet drafted. Paul Jenkins to sign off
Sheltered Placement Service and LuDun	SHARE	CBC			Covered under Supported Employment SLA. No SLA needed.
Social Care - Campus Closure Programme	SHARE	CBC		The Programme comprises the re-provision of social care registered residential services, a respite care service and a supported living domiciliary care service formerly operate by Bedford and Luton Social Care Partnership Trust (BLPT).	This will not be an SLA
Social Care Business Support	SHARE	BBC	Manual handling trainer and 3 people from Business Support team to be shared. Review Year 1. No strong preference for hosting as staff currently located in Bedford.	Agreed to run as a shared service, hosted by BBC.	Draft sent out 30 January. Response awaited from Simon White
Social Care Contract Compliance	SHARE	CBC	Quality assurance of ex-BLPT Beds (shared also with Luton, PCT funded); and BUPA Contract compliance officer should be shared as single focus. Review Year 2. Either CBC or BBC could host.	Agreed to run as a shared service, hosted by CBC.	See below - only one SLA
Social Care Contract Compliance - Quality Assurance of ex-BLPT Beds	SHARE	CBC		This is a countywide service responsible for completing annual reviews of all service users in receipt of a care package.	Response to first draft: Annabel Dunn to send out second draft.
Social Services Information Technology (SSIT)	SHARE	CBC			Response received to first draft. Annabel Dunn to prepare second draft

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Service	Share / Not Share	Host	Proposed Way Forward (prior to 31 Jul 08)	Current position as at 13 February 2009	Latest Position on SLA Preparation
Supported Employment	SHARE	BBC			Second draft sent out on 9 February
Supporting People	SHARE	BBC	Not shared. It is proposed that the Supporting People programme administration be integrated into mainstream contract management activities in Central Bedfordshire. DCLG has no firm view.	Initially agreed to disaggregate on Day 1. Following on from BCC request (mid December) to overturn the decision to disaggregate Supporting People services and agree to run it as a shared service till 31/3/2011, the initial decision was reviewed. Now agreed to share this service with BBC as the host authority.	Andres Kyle (BCC) working on draft.
Various Social Services Specialist Posts (Central Beds)	SHARE	CBC		As per Charlie McNally letter to Shaun Field (02/09/08).	No overall SLA needed
Visual Impairment	SHARE	BBC			Jodi S to supply detail - awaited

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Information Commissioner's Office
Promoting public access to official information
and protecting your personal information

Data Protection Good Practice Note

Advice for the elected and prospective members of local authorities

This good practice note aims to provide elected and prospective members of local authorities with guidance about how the Data Protection Act 1998 (the Act) applies to them.

The Act regulates the holding and processing of personal information that relates to living individuals and which is held on computer or, in some cases, on paper.

Organisations or individuals that process personal information covered by the Act may need to notify the Commissioner about their processing. A description of the processing activities is placed on a public register of notifications. These organisations or individuals must also comply with eight data protection principles which together form a framework for the proper handling of personal information. Individuals whose personal information is processed have rights under the Act, for example, to a copy of the information that is held about them.

The role of the elected member

The elected members of a local council are likely to have three different roles.

- They will act as a member of the council, for example, as a member of a committee.
- They will act as a representative of residents of their ward, for example, in dealing with complaints.
- They may represent a political party, particularly at election time.

Notification

In considering whether they need to notify, elected members must first decide in which role they are processing personal information.

1. As members of the council

Councillors may have access to, and process, personal information in the same way as employees. In this case it is the council rather than the elected member that determines what personal information is used for and how it is processed. For example, if a member of a housing committee has access to tenancy files to consider whether the local authority should proceed with an eviction, or when a member of a licensing committee has access to an application for a taxi licence, they are carrying out the local authority's functions. In this case the elected member does not need to notify in their own right.

2. As a representative of the residents of their ward

When elected members represent residents of their ward, they are likely to have to notify in their own right, for example, if they use personal information to timetable surgery appointments or take forward complaints made by local residents.

3. As a representative of a political party

When acting on behalf of a political party, for instance as an office holder, members are entitled to rely upon the notification made by the party.

When individuals campaign on behalf of political parties to be the elected members for a particular ward, they can rely on the parties' notification if the party determines how and why the personal information is processed for the purpose of their individual campaigns.

Individuals who are not part of any political party but campaign to be an independent elected member for a particular ward, need to have their own notification.

There is an exemption from notification where the only personal information which is processed takes the form of paper records.

A standard form for notification by elected members has been created to simplify the procedure. There is an annual fee of £35.

Use of personal information

When elected members consider using personal information for any particular purpose, they should take into account the context in which that information was collected to decide whether their use of the information will be fair and lawful.

- Personal information held by the local authority should not be used for political or representational purposes unless both the local authority and the individuals concerned agree. It would not be possible to use a list of the users of a particular local authority service, for electioneering purposes without their consent. An example would be using a local authority list of library users to canvass for re-election on the grounds that the member had previously opposed the closure of local libraries.
- When campaigning for election as the representative of a political party, candidates can use personal information, such as mailing lists, held by their parties. However, personal information they hold as elected members for casework should not be disclosed to the political party without the consent of the individual.
- Candidates for election should also be aware of the requirements of the Privacy and Electronic Communication (EC Directive) Regulations 2003 that regulate unsolicited electronic marketing messages sent by telephone, fax, email or text. For more information on this, please see the guidance on our website (www.ico.gov.uk.)

- When campaigning for election to an office in a political party, members should only use personal information controlled by the party if its rules allow this. It would be wrong, for instance, to use personal information which the candidate might have in their capacity as the local membership secretary, unless the party itself had sanctioned this.

Multi-member wards

In some types of local authorities councillors are elected under a multi-member system where more than one councillor represents a particular ward.

As a result, there may be situations where a councillor who represents a constituent may need to pass on that individual's personal information to another councillor in the same ward. The councillor will only be allowed to disclose to the other ward councillor the personal information that is necessary either:

- to address the constituent's concerns; or
- where the particular issue raises a matter which concerns other elected members in the same ward; **and**
- the constituent has been made aware that this is going to take place and why it is necessary. If a constituent objects to a use or disclosure of their information, their objections should normally be honoured.

The councillor should not pass on personal information which is not connected to the constituent's case.

Offences

The Data Protection Act contains a number of criminal offences including:

- When someone is required to notify and does not do so. For example, a councillor who holds computerised records of constituents' details for casework purposes, would commit an offence if they had not notified this use of personal information.
- Making unauthorised disclosures of personal information. For example, an elected member who disclosed personal information held by the council to their party for electioneering purposes without the council's consent could commit an offence.
- Procuring unauthorised disclosures of personal information. For example, an elected member who obtained a copy of personal information apparently for council purposes, but in reality for their own personal use (or the use of his or her party) is likely to have committed an offence

Security

Councils and elected members should be aware that they need to arrange for appropriate security to protect personal information. They must take into account the nature of the information and the harm that can result. They should consider what

technical measures and organisational measures, such as use of passwords, computer access privileges, procedures and staff training, are appropriate to keep the information safe.

Examples of good and bad practice

Example	<input checked="" type="checkbox"/> Good Practice	<input checked="" type="checkbox"/> Bad Practice
An elected member helps a constituent with a particular issue and wishes to use the constituent's personal information to progress a party political matter on the same issue.	The elected member seeks the consent of the constituent before using their personal information.	The elected member uses the constituent's personal information without their consent.
A resident asks one of their elected members in a multi-member ward for help about teenagers acting in an intimidating way in the area. The elected member wishes to share the constituent's complaint with the other members of the ward because it is an issue of general concern.	<p>The elected member lets the constituent know that he wants to give the details of their complaint to the other ward councillors and why he wants to do that rather than giving a general description of the complaint to other ward members.</p> <p>If the constituent objects, then his wishes are respected and only the general nature of the complaint is shared.</p>	The elected member does not inform the constituent that they intend to give the details of their particular complaint to the other ward members and releases the information. The resident finds out and is afraid of reprisals if the information they have leaks out.
A resident asks one elected member for help with a noisy neighbour.	The member lets the resident know he intends to give their personal information to another ward member because that particular councillor has knowledge and experience with this subject. If the constituent objects, he does not disclose the information.	The elected member does not tell the complainant that he intends to give their personal information to another ward member and goes ahead anyway. The resident finds out and makes a complaint.

More information:

If you need any more information about this or any other aspect of data protection, please contact us.

Head Office

Phone: 01625 545 745 or 08456 306 060

Notification helpline: 01625 545 740

E-mail: please use the online enquiry form on our website

Website: www.ico.gov.uk

Regional Offices**Scotland**

Phone: 0131 225 6341

E-mail: scotland@ico.gsi.gov.uk

Wales

Phone: 029 2044 8044

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Northern Ireland

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E-mail: ni@ico.gsi.gov.uk

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**Central Bedfordshire Shadow Executive
Forward Plan of Key Decisions
1 March 2009 to 30 June 2009**

- 1) During the period from **1 March 2009 to 30 June 2009**, Central Bedfordshire Shadow Council plans to make key decisions on the issues set out below. “Key decisions” relate to those decisions of the Shadow Executive which are likely:
- to result in the incurring of expenditure which is, or the making of savings which are, significant (namely £500,000 or above per annum) having regard to the budget for the service or function to which the decision relates; or
 - to be significant in terms of their effects on communities living or working in an area comprising two or more wards in the area of Central Bedfordshire.
- 2) The Forward Plan is a general guide to the key decisions to be determined by the Shadow Executive and will be updated on a monthly basis. Key decisions will be taken by the Shadow Executive as a whole. The Members of the Shadow Executive are:

Member	Portfolio
Cllr Mrs Tricia Turner MBE	Leader of the Shadow Executive and Leader of the Shadow Council
Cllr Philip Penman	Vice-Chairman of the Shadow Executive and Deputy Leader of the Shadow Council
Cllr Mark Chapman	Support across all portfolios/transitional task forces
Cllr Norman Costin	Portfolio for Children, Young People and Families
Cllr Mrs Rita Drinkwater	Portfolio for Business Transformation
Cllr Maurice Jones	Portfolio for Corporate Services
Cllr Ken Matthews	Portfolio for Sustainable Development
Cllr Peter Rawcliffe	Portfolio for Social Care, Health and Housing
Cllr Duncan Ross	Support across all portfolios/transitional task forces
Cllr Peter Snelling	Portfolio for Safer and Stronger Communities
Cllr Richard Stay	Support across all portfolios/transitional task forces
Cllr John Street	Support across all portfolios/transitional task forces

- 3) Those items identified for decision more than one month in advance may change in forthcoming Plans. Each new Plan supersedes the previous Plan. Any person who wishes to make representations to the Shadow Executive about the matter in respect of which the decision is to be made should do so to the contact Member, or to the officer whose telephone number and e-mail address are shown in the Forward Plan. Any correspondence should be sent to the contact Member or officer at the relevant address as shown below. General questions about the Plan such as specific dates, should be addressed to the Democratic Services Manager, Priory House, Monks Walk, Chicksands, Shefford SG17 5TQ.
- 4) The agendas for meetings of the Shadow Executive will be published as follows:

Meeting Date	Publication of Agenda
10 June 2008	2 June 2008
05 August 2008	28 July 2008
02 September 2008	22 August 2008
30 September 2008	22 September 2008
28 October 2008	20 October 2008
25 November 2008	17 November 2008
16 December 2008	8 December 2008
20 January 2009	12 January 2009
17 February 2009	9 February 2009
17 March 2009	9 March 2009
14 April 2009	2 April 2009
12 May 2009	4 May 2009

Central Bedfordshire Shadow Council

Forward Plan of Key Decisions for the period 1 March 2009 to 30 June 2009

Key Decisions

Date of Publication: 13 February 2009

Ref No.	Issue for Key Decision by the Executive	Indicative Meeting Date	Consultees and Date / Method	Documents which may be considered	Contact Members and Officer (Method of Comment and Closing Date)
1.	Equality and Diversity Positioning Statement	17 March 2009	Transitional Management Team	Report	Cllr Maurice R Jones Comments by 12/12/08 to Contact Officer: Ian Porter, Head of Service Policy, Partnerships & Performance Tel: 01234 276067
2.	Bear Project Evaluation Criteria	17 March 2009	Partnership authority members shall be given opportunity to attend workshops, prior to approval at Executives (Central Bedfordshire, Bedford Borough Council, Luton Borough Council)	Report	Cllr Peter Snelling Comments by 20/02/09 to Contact Officer: Ben Finlayson, BEaR Project Manager, BCC ben.finlayson@bedscc.gov.uk
3.	Key ICT policies (including ICT knowledge and information management policies)	17 March 2009	Directors Portfolio Holder (Corporate Resoures)	Report	Cllr Maurice R Jones Comments by 20/02/09 to Contact Officer: Rob Wood, Head of ICT, CBC rob.wood@midbeds.gov.uk Tel: 01582 474161
4.	Implementation Plan Monitoring Report	17 March 2009	Transitional Management Team	Report and Plan	Cllr Maurice R Jones Comments by 20/02/09 to Contact Officer: Simon Redmore, Deputy Chief Executive, MBDC simon.redmore@midbeds.gov.uk Tel: 01462 611255

Ref No.	Issue for Key Decision by the Executive	Indicative Meeting Date	Consultees and Date / Method	Documents which may be considered	Contact Members and Officer (Method of Comment and Closing Date)
5.	Local Safeguarding Board Arrangements	17 March 2009	Portfolio Holder (Children, Young People and Families) Transitional Management Team	Report	Cllr Norman B Costin Comments by 20/02/09 to Contact Officer: Susan Warboys, Head of Children's Specialist Services susan.warboys@bedscc.gov.uk
6.	Building Schools for the Future and School Organisation Governance Arrangements	17 March 2009	Portfolio Holder (Children, Young People and Families) Transitional Management Team	Report	Cllr Norman B Costin Comments by 20/02/09 to Contact Officer: Patrick Shevlin, Head of School Standards and Improvement (Foundation Stage, Key Stages 1 and 2) patrick.shevlin@bedscc.gov.uk Tel: 01234 836004
7.	Standing Advisory Council on Religious Education (SACRE)	17 March 2009	Portfolio Holder (Children, Young People and Families) Transitional Management Team	Report	Cllr Norman B Costin Comments by 20/02/09 to Contact Officer: Patrick Shevlin, Head of School Standards and Improvement (Foundation Stage, Key Stages 1 and 2) patrick.shevlin@bedscc.gov.uk Tel: 01234 836004
8.	Customer Complaints Policy	17 March 2009	Portfolio Holder (Business Transformation) Transformation Management Team	Report	Cllr Mrs Rita J Drinkwater Comments by 20/02/09 to Contact Officer: Ian Porter, Head of Service Policy, Partnerships & Performance ian.porter@bedscc.gov.uk Tel: 01234 276067
9.	Establishment of a Corporate Parenting Panel	17 March 2009	Portfolio Holder (Children, Young People and Families) Transitional Management Team	Report	Cllr Norman B Costin Comments by 20/02/09 to Contact Officer: Patricia Coker, Corporate Projects & Performance Advisor patricia.coker@midbeds.gov.uk Tel: 01462 611617

Ref No.	Issue for Key Decision by the Executive	Indicative Meeting Date	Consultees and Date / Method	Documents which may be considered	Contact Members and Officer (Method of Comment and Closing Date)
10.	Tender Approvals	17 March 2009	Relevant Portfolio Holders Transitional Management Team	Report	Cllr Maurice R Jones Comments by 20/02/09 to Contact Officer: Clive Heaphy, Director of Corporate Resources, CBC clive.heaphy@midbeds.gov.uk Tel: 01462 611421
11.	Buying-in Additional Resources	17 March 2009	Transitional Management Team	Report	Cllr Maurice R Jones Comments by 20/02/09 to Contact Officer: Simon Redmore, Deputy Chief Executive, MBDC simon.redmore@midbeds.gov.uk Tel: 01462 611255
12.	Corporate Risk Management Strategy	17 March 2009	Corporate Management Team Portfolio Holder (Corporate Resources)	Report	Cllr Maurice R Jones Comments by 20/02/09 to Contact Officer: Nick Murley, Head of Audit, Risk & Health & Safety nick.murley@midbeds.gov.uk Tel: 01462 611032
13.	Central Bedfordshire Children's and Young Peoples Plan 2009 - 2011	14 April 2009	Initial Consultation has been formulated from draft plan by Bedfordshire CC. This plan has been significantly revised and refreshed by Central Bedfordshire's Children, Families and Learning services directorate in consultation with strategic partners.	Report	Cllr Norman B Costin Comments by 20/03/09 to Contact Officer: Tim Long, Head of Strategic & Joint Commissioning tim.long@bedscc.gov.uk ~Tel: 01234 276714
14.	Tender Approvals	14 April 2009	Relevant Portfolio Holders Transitional Management Team	Report	Cllr Maurice R Jones Comments by 20/03/09 to Contact Officer: Clive Heaphy, Director of Corporate Resources, CBC clive.heaphy@midbeds.gov.uk Tel: 01462 611421

Ref No.	Issue for Key Decision by the Executive	Indicative Meeting Date	Consultees and Date / Method	Documents which may be considered	Contact Members and Officer (Method of Comment and Closing Date)
15.	Central Bedfordshire Council - Progress Report	14 April 2009	Programme Management Office	Report	Cllr Maurice R Jones Comments by 20/03/09 to Contact Officer: Simon Redmore, Deputy Chief Executive, MBDC simon.redmore@midbeds.gov.uk Tel: 01462 611255
16.	Food Safety Service Plan to be approved	17 June 2009	Proprietors of businesses where the Council have a duty of enforcement under the Food Hygiene (England) Regs 2005.	None	Cllr Peter Snelling Comments by 02/06/09 to Contact Officer: Susan Childerhouse, Work Environment Manager, MBDC susan.childerhouse@midbeds.gov.uk Tel: 01462 611394
17.	Health & Safety Service Plan to be approved	17 June 2009	Proprietors of businesses where the Council have a duty of enforcement under the Health & Safety at Work Act 1974	None	Cllr Peter Snelling Comments by 02/06/09 to Contact Officer: Susan Childerhouse, Work Environment Manager, MBDC susan.childerhouse@midbeds.gov.uk Tel: 01462 611394

Postal address for Contact Officers: Mid Beds District Council, Priory House, Monks Walk, Chicksands, Shefford SG17 5TQ
South Bedfordshire District Council, The District Offices, High Street North, Dunstable, Bedfordshire LU6 1LF
Bedfordshire County Council, County Hall, Cauldwell Street, Bedford MK42 9AP

Central Bedfordshire Shadow Executive Forward Plan of Decisions on Key Issues

The following table sets out the dates on which the Central Beds Shadow Forward Plan will be published in 2008/09:

Date of Publication	Period of Plan
14.05.08	1 June – 30 September 2008
13.06.08	1 July – 31 October 2008
17.07.08	1 August – 30 November 2008
15.08.08	1 September – 31 December 2008
16.09.08	1 October 2008 – 31 January 2009
10.10.08	1 November 2008 – 28 February 2009
14.11.08	1 December 2008 – 31 March 2009
12.12.08	1 January – 30 April 2009
17.01.09	1 February – 31 May 2009
15.02.09	1 March – 30 June 2009
17.03.09	1 April – 31 July 2009
16.04.09	1 May – 31 August 2009

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