

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



please ask for Martha Clampitt

direct line 01462 611032

date 25 August 2009

NOTICE OF MEETING

BUSINESS TRANSFORMATION OVERVIEW & SCRUTINY COMMITTEE

Date & Time

Thursday, 3 September 2009 10.00 a.m.

Venue at

**Committee Room 1, Council Offices, High Street North,
Dunstable**

Jaki Salisbury
Interim Chief Executive

To: The Chairman and Members of the BUSINESS TRANSFORMATION OVERVIEW
& SCRUTINY COMMITTEE:

Cllrs M Gibson (Chairman), R W Johnstone (Vice-Chairman), R A Baker,
Mrs A Barker, J A E Clarke, D J Hopkin, J G Jamieson, J Murray and
Ms J Nunn

[Named Substitutes:

Cllrs: P N Aldis, R D Berry, J Kane, Mrs J G Lawrence and J N Young]

All other Members of the Council - on request

**MEMBERS OF THE PRESS AND PUBLIC ARE WELCOME TO ATTEND THIS
MEETING**

AGENDA

1. **APOLOGIES FOR ABSENCE**

Apologies for absence and notification of substitute members

2. **MINUTES**

To approve as a correct record the Minutes of the inaugural meeting of the Business Transformation Overview & Scrutiny Committee held on 6 July 2009.
(previously circulated)

3. **MEMBERS' INTERESTS**

To receive from Members declarations and the **nature** thereof in relation to:-

- (a) Personal Interests in any agenda item
- (b) Personal and Prejudicial Interests in any agenda item
- (c) Any political whip in relation to any agenda item.

4. **CHAIRMAN'S ANNOUNCEMENTS AND COMMUNICATIONS**

If any

5. **PETITIONS**

To receive petitions in accordance with the scheme of public participation set out in Annex 2 in Part 4 of the Constitution.

6. **QUESTIONS, STATEMENTS OR DEPUTATIONS**

To receive any questions, statements or deputations from members of the public in accordance with the Public Participation Procedure as set out in Annex 1 of Part A4 of the Constitution.

7. **CALL-IN**

To consider any matter referred to the Committee for a decision in relation to the call-in of a decision.

8. **REQUESTED ITEMS**

To consider any items referred to the Committee at the request of a Member under Procedure Rule 3.1 of Part D2 of the Constitution.

Reports/Presentations

Item	Subject	Page Nos.
9	Customer Service Strategy Task Force To receive the findings of the Customer Service Strategy Task Force.	*
10	Total Place - Progress Report To brief on the background to Total Place and report on the progress.	* 7 - 40
11	Website Transformation Project To provide members of the committee with an outline of the ambitions of the Web Transformation Project in order that Members can consider whether they wish to get involved in scrutinising this work, or engaging with the proposals for improvement.	* 41 - 46
12	Work Programme 2009-2010 To report provides Members with details of the currently drafted work programme following initial discussion of the subject at the last meeting.	* 47 - 52
13	Forward Plan To receive the Forward Plan which covers the period from 1 September 2009 to 31 August 2010.	* 53 - 82

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CENTRAL BEDFORDSHIRE COUNCIL

At a meeting of the **BUSINESS TRANSFORMATION OVERVIEW & SCRUTINY COMMITTEE** held at Room 14, Priory House, Monks Walk, Shefford on Monday, 6 July 2009

PRESENT

Cllr M Gibson (Chairman)

Cllrs R A Baker
Mrs A Barker
D J Hopkin

Cllrs J G Jamieson
J Murray
Ms J Nunn

Apologies for Absence: Cllrs J A E Clarke
R W Johnstone

Substitutes: Cllr J N Young (In place of Cllr J A E Clarke)

Members in Attendance: Cllrs J Street
P N Aldis

Officers in Attendance: Mr B Carter – Overview & Scrutiny Manager
Mrs M Clampitt – Democratic Services Officer
Mr C Jones – Assistant Director Business Transformation & Customer Services
Mr I Porter – Assistant Director Service Policy, Partnerships & Performance
Miss C Powell – Overview and Scrutiny Officer
Mrs G Stanton – Assistant Director Communications and Marketing

BT/09/1

Members' Interests

(a) **Personal Interests:-**

None.

(b) **Personal and Prejudicial Interests:-**

None.

(c) **Any Political Whip in relation to items on the agenda:-**

None.

BT/09/2 Chairman's Announcements and Communications

The Chairman welcomed everyone to the inaugural meeting of the Business Transformation Overview & Scrutiny Committee and described the role that he foresaw the Committee undertaking, being an emphasis on overview and policy development rather than scrutiny.

BT/09/3 Petitions

The Chairman announced that no petitions had been referred to this meeting.

BT/09/4 Public Participation

No applications had been received under Appendix A to the public participation scheme to speak during the fifteen minute question and statement period at the beginning of the meeting. Furthermore there had been no applications to speak under the Public Participation Scheme on any items included on the Agenda for this meeting.

BT/09/5 Call-in

No matters were referred to the Committee for a decision in relation to call-in of a decision.

BT/09/6 Disclosure of Exempt Information

There were no disclosure of exempt information.

BT/09/7 Directorate Presentation - Overview/Key Issues & Challenges

The Committee received and considered a presentation/overview of the key issues and challenges facing the Directorate to assist Members in establishing an annual work programme.

The Assistant Director, Communications & Marketing introduced the presentation and provided an overview of the drivers within Central Bedfordshire for Business Transformation, the strategic goals within the directorate and the ways the goals would be achieved.

The Business Transformation Drivers were the following:

- The Unitary Promise – better, accessible, value for money services
- Economics – pressures & prospects
- Customers – needs & expectations
- Partnerships – opportunities & capabilities

The four main strategic goals were the following:

- Create an “excellent” local authority that all our customers and stakeholders are proud of.
- Drive customer satisfaction, using the theme of “+1”, raising awareness of service quality.
- Deliver “best in class”, joined up public service solutions to our customers, through effective partnering arrangements.
- Create a lean, efficient organisation that represents excellent Value for Money, in the eyes of our customers.

At this time the individual Assistant Directors provided a brief presentation which highlighted the challenges facing their divisions. The Assistant Director, Policy, Partnerships & Performance was responsible for Policy, Scrutiny Performance, Partnerships & Community Engagement and Knowledge & Information Management.

Within Policy, the following were the main priorities:

- Strategic Planning and Policy
- Overview & Scrutiny – consisting of a manager and two officers, who would provide research, and support Member reviews across all five directorates.
- Equality & Diversity – working with the new government equalities framework.
- Sustainability and Climate Change –
- Information and Records Management (including Freedom of Information and Data Protection issues).

Partnerships covered the following areas:

- Local Strategic Partnership (LSP) – meetings held every 6 to 8 weeks.
- Local Area Agreement (LAA) – there are 49 targets comprising 24 National targets, 9 local targets and 16 targets are mandatory.
- Community Engagement
- Corporate Consultation – Members discussed the possibility of reviewing the Council’s policy on consultations in future.
- Customer Insight
- Voluntary and Community Sector

With Performance, there were three priorities:

- Performance Management framework
- Comprehensive Area Assessment (CAA)
- Customer Relations – would deal with the complaints, compliments and comments in relation to the Council.

The Assistant Director Business Transformation and Customer Services informed the Committee of the Business Transformation Programmes:

- Personalisation Board
- LSP Projects
- CBC Transformation Programme – visioning workshops will be held on 17 August for Members.
- Children’s Trust Project
- Total Place - a pilot a trial scheme with Luton Council.
- CBC Business Improvement Plan
- BEaR Project
- Building Schools for the Future (BSF)

Business Transformation programmes were expected to result in better outcomes for the Council and contribute to reaching target savings of £33m over three years.

The Key Deliverables were as follows:

- Transformation governance – portfolio management, programme management and project management
- Business Improvement Programme
- Business Transformation Programme
- Development of the future customer services delivery
 - Face to face, telephony, email customer service delivery
 - Development of registration services in the future
 - Development of Coroner Services
 - Development of revenues and benefits
 - Services levels

The Assistant Director Communications and Marketing provided an overview of what the main aspirations were within her division. She outlined the seven issues affecting customer satisfaction:

- Perceived quality of services overall
- Perceived Value for Money (VFM)
- Media coverage/mood
- Direct communication
- Unitary performance
- Environmental / liveability
- Positive experiences of contact with staff.

RESOLVED

that the Business Transformation Overview and Scrutiny Committee note the contents of the Directorate Presentation and use it to inform discussion of its work programme (see next item).

BT/09/8 **Suggested Work Programme**

The Committee held an open discussion surrounding appropriate topics for inclusion within its Work Programme for the coming year.

There were three key strategies which the Committee felt were important and required quick Overview and Scrutiny input – due to imminent Executive consideration. These strategies were Community Engagement, Customer Services and Business Transformation. Members agreed to establish 3 Task Forces to review each strategy and report back their findings to the September meetings of the Committee and the August Committee meeting would be cancelled to allow more time to be given to these Task Forces. The 3 September Committee meeting would receive reports/feedback on the Community Engagement Strategy and the Customer Services Strategy. The Business Transformation Strategy would be reported to the 28 September Committee meeting.

Freedom of Information/ Data Protection Requests & Customer Complaints	Regular submission of data to identify issues/trends that may require further investigation.
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Customer Relationship Management (CRM)/ Customer Services	the whole issue of capturing customer information & using it effectively to ensure efficient customer interface & service ie the customer need only tell us something once.
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Policy on Consultations

LAA Indicators	who decides & why, and how this links into government incentives.
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Business Transformation Member Champions	their role and relationship with the BT OSC
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Business Transformation Portfolio Plan Transport Review Web Development Project	Scrutiny thereof
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The Committee was content with this initial work programme but agreed to revisit the issue at the next meeting on 3 September.

RESOLVED

- 1. that the initial work programme outlined above be approved.**
- 2. that the work programme be considered further at the next meeting.**
- 3. that the Overview and Scrutiny Manager take steps to establish 3 Task Forces to review the draft Community Engagement, Customer Services and Business Transformation strategies, whose findings will be presented to the September meetings of the Committee.**

BT/09/9

Forward Plan

The Committee received and considered the items contained within the Forward Plan in conjunction with the suggested work programme at item 8. Please refer to the above minute for further information.

(Note: The meeting commenced at 9.30 a.m. and concluded at 12.30 p.m.)

Meeting: Business Transformation Overview & Scrutiny Committee
Date: 3 September 2009
Subject: Total Place – Progress Report
Report of: Richard Ellis, Director of Business Transformation
Summary: To brief on the background to Total Place and report on the progress.

Advising Officer: Robin Porter, Total Place Programme Director
Contact Officer: Sue Nelson, Head of Business Transformation
Public/Exempt: Public
Wards Affected: All
Function of: Council

RECOMMENDATIONS:

That the Committee note the key activities in the development of the Total Place programme.

Introduction

1. In the Budget announcement Central Bedfordshire – in partnership with Luton, was identified as one of 13 pilot projects nationally in the “Total Place” initiative, part of the Operational Efficiency Programme (OEP).
2. In June Officers received the guidance for the delivery of the pilot. A first submission to DCLG and Treasury will be made in mid September with a full report in February 2010.
3. A presentation of the key elements is contained within Appendix A.

Background

4. Central Bedfordshire has been selected to work with Luton Borough Council and it’s key partners, as one of thirteen pilot programmes nationally, supported by the Department for Communities & Local Government and the Treasury. The project is designed to encourage collaboration and pooling of resources between key public service partners in an area to deliver significant efficiency savings, as well as customer centred service improvements. There are two key strands to the work:-

- “Counting methodology” – this seeks to identify all public service funds being applied to a particular area, and in support of key themes. Opportunities are then identified for more efficient allocation of this funding based on sharing of resources and cutting out duplication across agencies
 - “Culture methodology” – this seeks to review service delivery from the customer perspective, understanding where significant complexity and duplication of effort and resource across a number of agencies, delivers a very poor customer experience through overly bureaucratic processes and structures
5. This is a great opportunity for Central Bedfordshire to benefit from Central Government funding and an increased profile on the national stage. Similarly, because this initiative is “sponsored” by the Treasury, there is significant encouragement for key Whitehall departments to support the programme through their regional agencies. Hence, the PCT, DwP and the Police and Fire Authorities are aware of this project and willing to participate.
 6. This pilot will also potentially establish the framework and methodology by which many other collaboration projects may be identified with partners in the future.

Progress to date

7. The project team have been appointed drawing on support from the Central Bedfordshire Business Transformation Team. The Total Place Team will be led by a secondee from Luton. LT Consulting have been appointed as advisers to assist with the service analysis. The Programme Board, consisting of Richard Ellis (Corporate Director Business Transformation), Steve Heapey (Corporate Director for Customer Services, Luton) and Robin Porter (Total Place Programme Director) has been established. The Board will be supplemented by Officers with direct contact with the selected sub themes.
8. An umbrella theme of ‘From dependency to self reliance’ has been chosen and ratified by the Regional Chief Executive’s forum. The Central Bedfordshire and Luton LSPs have also been consulted.
9. The first of a series of workshops to choose and develop the sub themes has been undertaken. The initial concept sub themes are:
 - (a) Offender Management
 - (b) Single access to benefits
 - (c) 18-25 long term unemployment
 - (d) Health and Social Care – “Independence for our ageing population” and “a speedy recovery from hospitalisation”.
10. These sub themes will be further developed over the coming months.
11. The project has been planned and Project Initiation Document drafted.

CORPORATE IMPLICATIONS

Council Priorities:

Enabling all of the 5 Council priorities to happen:-

- a) Supporting and caring for an ageing population.
- b) Educating, protecting and providing opportunities for children and young people.
- c) Managing growth effectively.
- d) Creating safer communities.
- e) Promoting healthier lifestyles.

Financial:

All activities in the Total Place Pilot will be funded from the Total Place grant of £250k.

Legal:

None.

Risk Management:

Risk management will continue to be progressed by the Programme Board.

Staffing (including Trades Unions):

None.

Equalities/Human Rights:

None.

Community Safety:

None.

Sustainability:

All activities in the Total Place Pilot will help improve efficiency and our Citizen's experience of services delivered by Government Agencies and the Local Authority.

Appendices:

Appendix A – From Dependency to Self Reliance presentation.

Appendix B – Total Place Briefing Note.

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TOTAL PLACE



What is Total Place?

An ambitious and challenging programme that brings together elements of central government and local agencies within a place to achieve three things around a priority issue:

- Service transformations that can improve the experience of local residents and deliver better value
- Early efficiencies to validate the work
- A body of knowledge about how more effective cross-agency working delivers the above

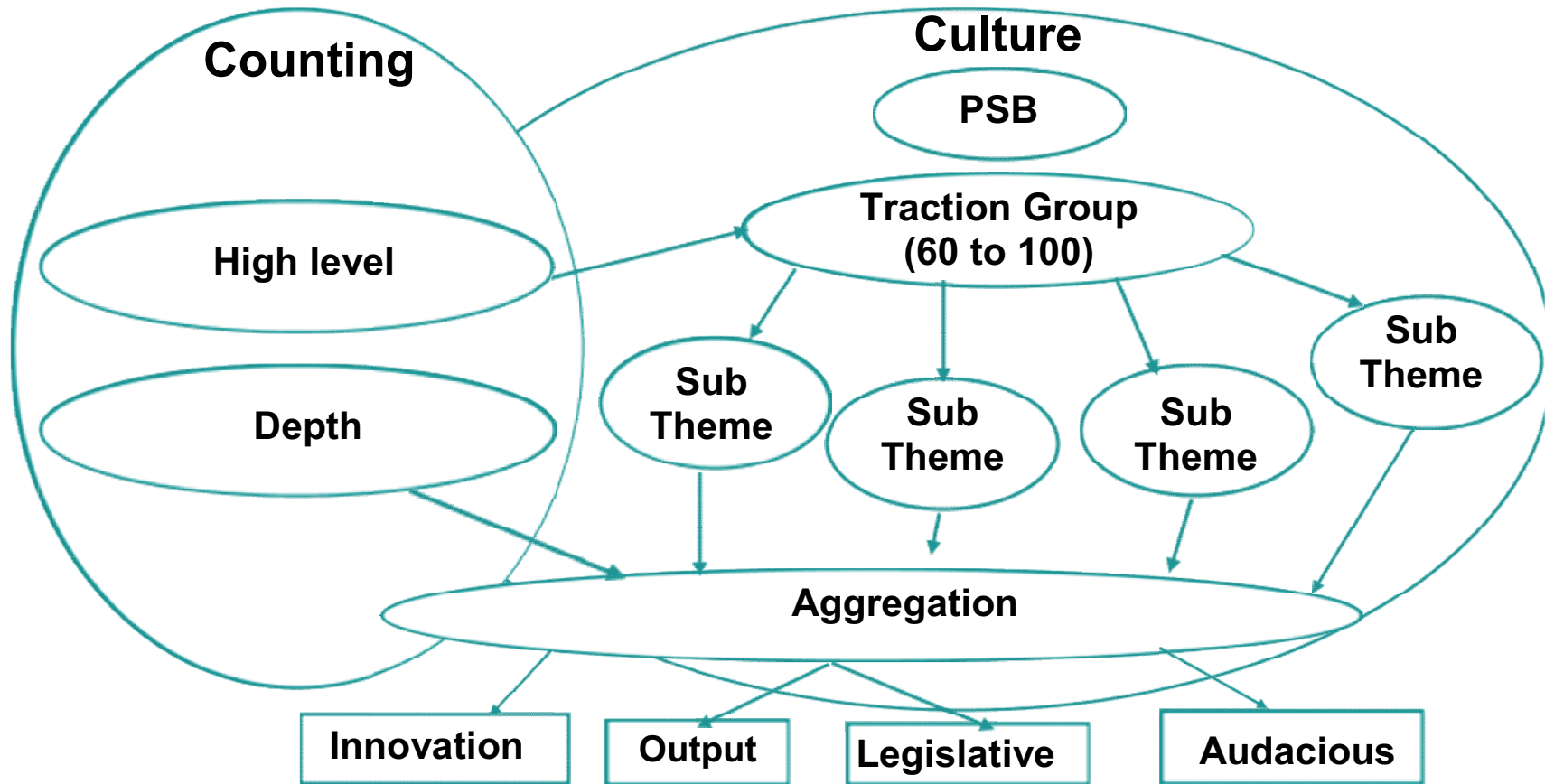


Two Complementary Strands:

- a 'counting' process (mapping money flowing through the place from central and local bodies) and making links between services to identify where public money can be spent more effectively
- a 'culture' process that looks at 'the way we do things round here' and how that helps or hinders what is trying to be achieved



Overview



The Challenges

- It is not simply about counting public sector spend in Central Bedfordshire and Luton, it is also about ensuring better services for the customers.
- Collaboration is key - requiring cross organisational working of all public sector partners and the third sector
- Innovation - services will need to make radical change (incremental change is not enough)
- The changing budget landscape – public sector spend is likely to be dramatically reduced
- Resourcing – there will be limited additional funding and extra staff
- Time is tight



The Benefits

- Better Services – co-creation between service deliverers and service users
- Cheaper Services – reduced duplication, less reworking and decreased overheads
- Citizen Empowerment – shaping the services they pay for and taking responsibility for their future



Programme Deadlines

September 2009 (for Pre Budget Report)

- indicative findings of approaches, areas and outcomes for service transformation

February 2010 (for Budget)

- identification of future models of service delivery; the steps to be taken to achieve them; the benefits for the user; and the efficiencies that they bring



Theme Selection criteria

- Deliverable within constraints (time, resources)
- Of interest across local organisations
- Customer focused
- Significant impact
- Changing the way we do business
- Efficiencies



Theme Selection

Starting point - 39 potential projects



Criteria applied



7 projects short-listed



Whitehall consulted



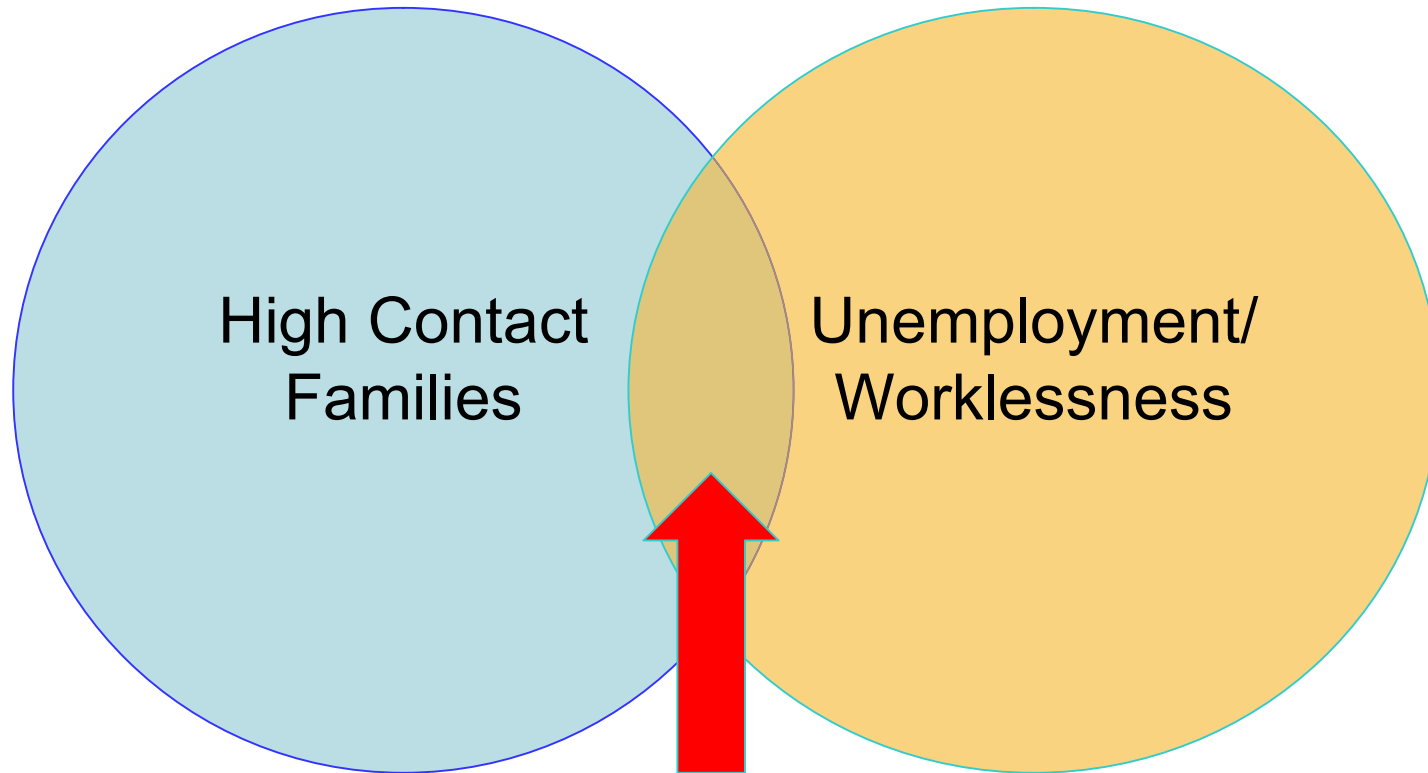
2 front runners

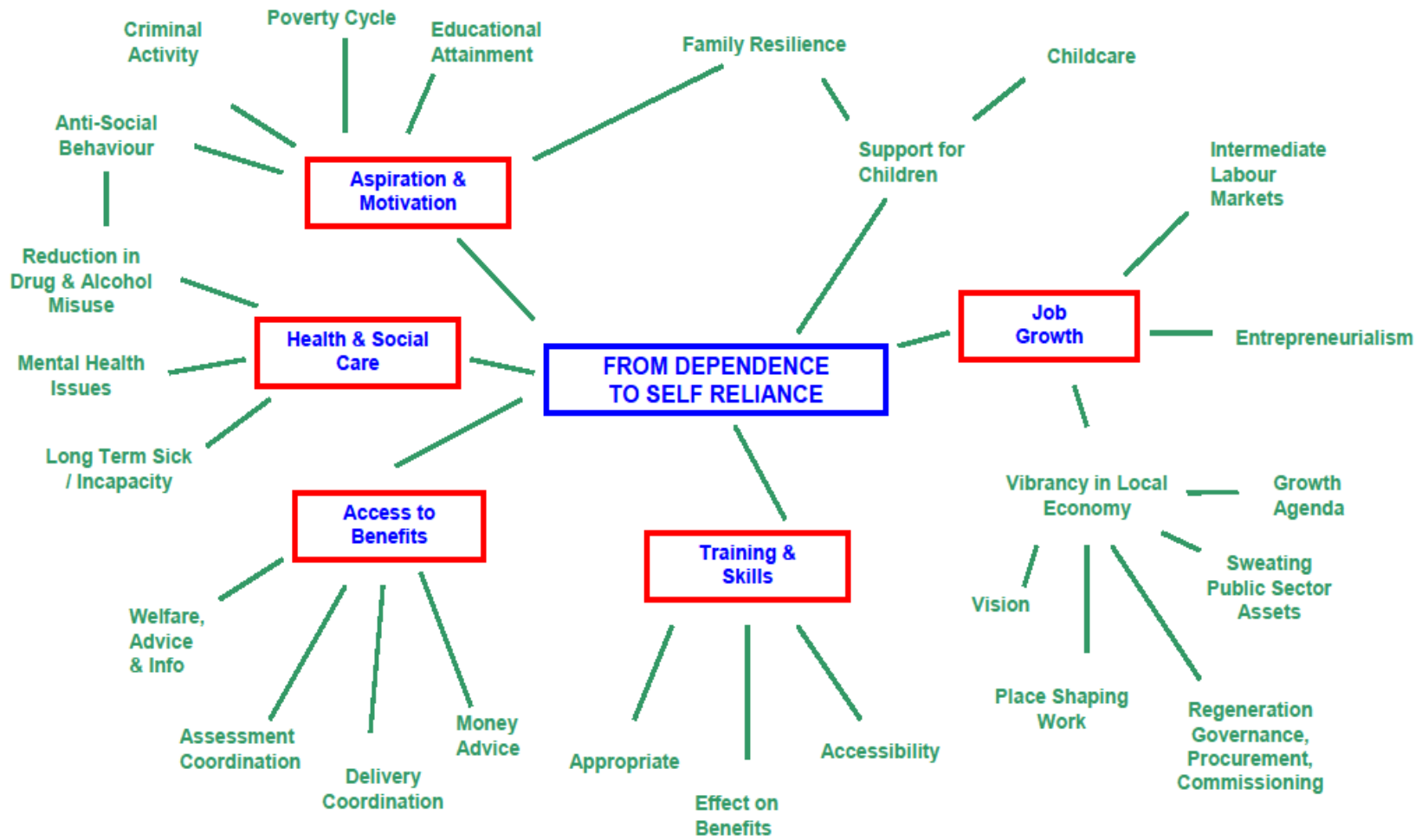


Brainstorm and initial scoping



Suggested Theme





Next Steps

- Complete counting
- Further engagement
- Detailed scoping exercise
- Sub-Theme selection
- Detailed project planning
- Delivery of Outline Business Case for Sept.



Roles and Contacts

Richard Ellis, Lead Officer – CBC
(richard.ellis@centralbedfordshire.gov.uk)

Steve Heappey, Lead Officer – LBC
(steve.heappey@luton.gov.uk)

Robin Porter, Programme Director
(robin.porter@luton.gov.uk)

Ian Dailey, Project Manager
(ian.dailey@centralbedfordshire.gov.uk)

Trish Petty, Project Support/Business Analysis
(trish.petty@centralbedfordshire.gov.uk)



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Total Place – Scoping document

Introduction

This paper is designed as an aid to discussion with key stakeholders in the joint Central Bedfordshire Council and Luton Borough Council Total Place pilot project.

The full brief regarding the national context, accompanied by an introductory letter from CLG is attached as Appendix 1.

A supplementary research study has now been commissioned to run in parallel with Total Place, which looks at the role of Customer Insight in mapping customer demand, and how this can then inform the strategy for customer centred transformation. Further information awaited via the IDeA.

The opportunity provided by Total Place for LBC and CBC, is to concentrate the efforts of both authorities on and act as a catalyst for partnership working across the two areas. It also raises the profile of the area, and focuses additional central resource on the two authorities and their partners.

Context for CBC/LBC

Whilst LBC has been established as a unitary council for over 12 years, CBC was only vested on 1st April 2009, and consequently, is developing both it's new organisation and it's emerging relationships with key partners.

Even so, both councils do already have a number of partnerships in place, aimed at joining up public service delivery around particular customer or community issues. A "map" of these existing arrangements for both areas is attached as Appendix 2.

Similarly, both councils are considering how best to address the increasing financial constraints and pressures within which local government is operating. Various efficiency and business improvement projects are underway, but are limited in their scope, and are currently (mainly) restricted to the individual authority areas.

It is intended that the Total Place pilot project will provide the opportunity for greater collaboration between the two authorities and their partners, but also focus on delivery of two key outcomes:-

- Efficiency savings from pooled public sector funding streams
- Added customer value through improved, joined up service delivery

Current status and immediate actions

Lead officers from LBC and CBC have been meeting weekly to determine how best to move the project forward. Chief Executives of both authorities have been in contact with key partners to provide an overview of the Total Place pilot and to confirm key contact points.

Critical early actions, and delivery dates include:-

- Confirmation of funding allocation from CLG/Leadership Centre 12/6/09
- Appointment of Programme Director end June
- Agreement on Financial governance end June
- "Counting" methodology agreed end June

- LSPs to be updated end June
- Longlist of potential themes identified from Directors/partners end June
- Overall programme governance arrangements mid July
- Project initial structure reviewed and detailed project plan agreed mid July
- Agreement on key theme for pilot end August
- Requirements for first project gateway met and available end September

The impending holiday season and limited availability of key officers from all parties will inevitably present difficulties in ensuring full engagement, and being able to progress as quickly as we would like.

Once the key theme is agreed a full project plan will be developed.

Ultimately, we have a deadline of October to present our initial project scope to CLG, along with how we intend to go about it and then March for our business case showing what and how this could be achieved

Key deliverables

Two critical milestones have been identified by CLG:-

By **October 2009** (project scoping)

- indicative findings of approaches, areas and outcomes for service transformation

By **March 2010** (business case)

- identification of future models of service delivery; the steps to be taken to achieve them; the benefits for the user; and the efficiencies that they bring

Programme Governance

Total Place can be seen as a means of facilitating and potentially accelerating some of the work of the respective LSPs for each area – it is likely that the chosen theme will be consistent with key priorities within their Sustainable Community Strategies. Therefore, it would seem appropriate that progress on the Total Place project is reported to the LSPs on a regular basis, and that ultimately, the LSPs are the accountable body/decision making authority.

The overall Total Place project will be overseen by a Programme Board, made up as follows:-

- Lead officer LBC – Steve Heapey, Director of Customer & Corporate Services
- Lead officer CBC – Richard Ellis, Director of Business Transformation
- Programme Director – TBC
- Lead officer – key partner – TBC
- Lead officer – key partner – TBC

The priority and profile of the project requires the Chief Executives of each partner engaged to be involved and monitor progress and be available for any escalation. The arrangement for this has still to be confirmed.

It is anticipated that a number of project teams will be appointed as the project dictates, drawn from the two authorities and key partners as necessary.

Financial management of the project will be overseen by nominated Finance Leads of the two authorities, drawing on information and support from key partners as required.

A list of key contacts, as currently known is attached as Appendix 3.

Information on the Total Place project will regularly be updated and made available via a secure intranet.

Next steps

- Meetings with individual Directors of both authorities are underway, identifying potential themes for the Total Place project
- Lead officers of key partners to be engaged, briefed on progress to date and canvassed regarding potential themes
- Appointment of Programme Director

Appendix 1 - CLG letter and Information Sheet



www.communities.gov.uk
community, opportunity, prosperity

To: Total Place pilots

26 May 2009

Dear Total Place pilot

Following the recent Budget announcement, we are writing to all 13 pilot areas that have volunteered to participate in the Total Place programme. This is a big opportunity for local partners (including those directly sponsored and funded by government departments) to show how local collaboration and leadership can lead to better services for citizens and efficiency savings. We are very pleased that Sir Michael Bichard has agreed to chair the high-level officials group that will drive this work forward, and support the ministerial board chaired by the CLG Secretary of State.

Each pilot has an opportunity to shape the Total Place programme to the needs of their place, working on a specific local theme that reflects local priorities. Partners should feel free to pick up the programme and use it to shape the nature of services being delivered for citizens locally.

Partners have an opportunity to identify their own cross-organisation solutions to service improvements and efficiency savings, through effective collaboration and local leadership. This is particularly important given the scale of public services challenges facing all places, the increasing demands of citizens – and the ambitious efficiency agenda set out in the Budget for a world of constrained resources.

The pilots also offer a real opportunity for local partners to give clear messages to central Government about the barriers that can discourage effective collaboration. While it may be possible to overcome some of these barriers through local leadership, we recognise that other barriers will require central Government to make changes to national delivery structures. Local partners in the 13 pilots have a clear opportunity to influence Government by specifying these barriers, outlining the potential value that can be unlocked by tackling the barriers through creative and constructive solutions.

The 2009 Pre-Budget Report will provide an important milestone for communicating the initial findings from the pilots, including examples of potential efficiency savings and service improvements in each place, and to present the mapping of spending on local public services. Government will respond to the final report of the pilots in the 2010 Budget.

Budget 2009 signalled the commitment of Government to the Total Place pilots at ministerial and official level. CLG, HM Treasury and the Cabinet Office are strongly committed to working with colleagues in other departments to drive driving the Total

Place programme forward, including through monthly meetings of the high-level officials group chaired by Sir Michael Bichard.

We hope to bring you all together in the near future and as the project progresses to share learning and help to unpack issues together. I know many of you have specific questions about what Total Place means for you and your partners, and we hope that the attached question and answer fact sheet and initial meetings with the Leadership Centre help. In the meantime please contact John Connell at john.connell@communities.gsi.gov.uk with any queries.

I look forward to working with you through the Total Place programme and hearing more about the successes your pilot has along the way in fulfilling the potential of this work.

Yours sincerely,



Peter Housden
Permanent Secretary
Communities and Local Government



Helen Bailey
Director, Public Services
HM Treasury

Annex A

Information Sheet: Total Place

What is Total Place?

Total Place', is an ambitious and challenging programme which brings together central and local agencies within a place to achieve three things around a priority issue:

- i) service transformations that can improve the experience of local residents and deliver better value
- ii) deliver early efficiencies to validate the work
- iii) develop a body of knowledge about how more effective cross agency working delivers these in practice.

The recommendation for the Total Place pilots was made by Sir Michael Bichard in his Operational Efficiency Programme report and the 13 pilot areas were announced in the Budget. Total Place will run until March 2009 with some initial findings expected in October 2008.

What will Total Place involve?

Total Place weaves together two complimentary approaches to public service transformation,

1. A 'counting' process that will map money flowing through the place (from central and local bodies) with the aim of better understanding the relationship between centrally and locally directed resources and between resources directed by different parts of the public sector, and the impact that both of these have on outcomes.
2. A 'culture' process that looks at 'the way we do things around here' in terms of working between and across local and central partners and the extent to which that helps or hinders improved outcomes.

These two elements have featured in earlier approaches to public service transformation but what makes Total Place distinctive is the explicit intention to consider both at the same time. Each pilot area will use Total Place to consider a theme which is of particular local importance (e.g. vulnerable families, adult social care, child health, drugs and alcohol). In this way Total Place should generate significant and deliverable opportunities for service transformation and improved efficiency.

The work of Total Place will be undertaken by leaders and managers drawn from across all the relevant public services within each pilot area as they jointly address issues of service transformation and efficiency in relation to their particular local theme. It is anticipated that within each pilot area there will need to be a number of working groups each considering the local theme from a particular angle. The exact nature of these working groups will need to be shaped by local circumstances but, for example:

- a pilot with a focus on homelessness might want working groups to consider the opportunities for service transformation arising from new approaches to economic development, skills and training or mental health services.
- a pilot with a focus on adult social care might want working groups to consider the opportunities for service transformation arising from new approaches to

service design and delivery, joint commissioning across all public agencies or new approaches to funding.

In all cases it is expected that the experience of service users will be critical to the process of identifying genuine service transformation with the potential to substantially improve outcomes.

The outputs from this work should be specific and deliverable improvements for local service users. These might be delivered through more effective collaboration, efficiency gains or fundamental service redesign. In many cases local partners will be able to deliver these improvements themselves through effective local leadership. In some cases, however, service transformation may require changes to national delivery structures and Total Place will provide an opportunity for central government and local partners to address these issues together. Sir Michael Bichard will chair a high-level group of officials from across central government and local partners which will consider these issues.

Expectations for the pilots

Interim Findings

Initial findings in advance of the 2009 Pre-Budget Report [plan for early Oct 09], including:

- Update on progress of each pilot
- Mapping of public spending in each local area – results from high-level mapping of total spend in each place, early results from 'deep dives' into specific local theme(s);
- Outline of local theme and of sub-themes to be investigated and indication of the kinds of outcomes/actions expected
- Review of early innovations/actions, opportunities for service redesign and efficiencies/savings identified and delivered
- Outline of any barriers identified that discourage collaboration and service redesign – including those that can be tackled locally, and those that require central government to make changes to national frameworks.
- How successes have been recognised and effectively disseminated

Final Report

- Each individual pilot to report by 19 February 2010.
- Aggregated national report by 8 March 2010, including engagement with high level officials group.
- Government response in Budget 2010 [plan for early March 2010].

National report should cover:

Improvements

- Potential for better outcomes from service redesign undertaken in pilots
- Potential aggregate efficiency savings from service improvements across all 13 pilots and the different service themes examined;
- Clear business case for how effective cross agency working delivers service transformation and efficiencies

Barriers

- Case study analysis of how TP partnerships have overcome local barriers, redesigned services and the importance of local leadership;
- Analysis of barriers overcome by pilots and Government.
- Recommendations for central government, including solutions to overcome remaining barriers (for example by national frameworks); linked to wider performance management reforms including LAAs, CAAs and NI set
- Next steps of what Whitehall could do to break down remaining barriers.

- Flag issues that cannot / will not be resolved at this time

Mainstreaming and dissemination

- Assessment of the potential for mainstreaming approaches in the pilot areas and caveats to this.
Knowledge infrastructure for dissemination of key messages

Where are the pilots?

Dorset, Poole & Bournemouth
Kent
Croydon
Lewisham
Luton & Central Bedfordshire
Leicester & Leicestershire
Coventry & Solihull
Worcestershire
Birmingham
Bradford
Manchester City Region
South Tyneside, Gateshead & Sunderland
Durham

Who is involved in delivering Total Place?

The Leadership Centre for Local Government (part of the LGA Group) has been commissioned by the Department of Communities and Local Government to deliver the Total Place programme. The Leadership Centre will therefore draw in the necessary support from the IDea and LGA and will have a particular role in

- i) programme management for Total Place (including ensuring effective links with key stakeholders e.g. RIEPs, GOs)
- ii) working with pilot areas to identify a Programme Director
- iii) drawing together and sharing the learning from the pilots in real time so that all pilot areas (and others across the public sector) are able to benefit.

Next steps:

The next step is to shortlist potential programme directors. We would suggest that a group of key people involved in the project meet the short listed candidates and that you enquire about their experience of projects with a similar aim, the approaches and methods they use and how they will ensure that their eventual proposals both meet the need and gain internal support. Possible specifications are available from the Leadership Centre if required.

Due to the short timescale of the programme and the limited availability of people who are qualified and experienced enough to be programme directors; it is essential that the programme director is procured quickly and effectively. Work on the project needs to commence in early June 09.

We would encourage you to seek procurement advice from your authority for the most straightforward way to procure a programme director. We are aware of examples of a business case being used that demonstrates the need and importance of immediate procurement and would recommend that this is investigated. This in no way negates the need to follow your own procurement rules and procedures.

The Leadership Centre has a pool of programme directors/advisers which each pilot could choose from.

Funding

We hope to release funding to the pilots after sign off by the high level official group meeting on 2nd June.

Communications

We will keep you regularly updated with progress of other pilot areas and the national boards but if at any point you have specific queries please use the contact details below.

Further information

For further information on the Total Place project, please contact John Connell on john.connell@communities.gsi.gov.uk or 0207 944 3766

For advice on expectations and the 'counting' and 'culture' elements of Total Place, please contact Chris Lawrence-Pietroni on chris.lawrence-pietroni@lga.gov.uk or 0207 664 3145

For guidance on procurement, shortlisting programme directors and next steps, please contact Nicky de Beer on nicky.debeer@localleadership.gov.uk or 0207 630 2183

Appendix 2 - CBC/LBC Partnership Map

Economy & Environment

- Central Bedfordshire Council
- Learning and Skills Council
- Job Centre Plus
- The Learning Partnership
- EEDA
- Shaw Trust
- Sub-regional Housing Partnership
- Homes and Communities Agency
- Aragon Housing Association
- Luton Gateway
- Renaissance Bedford
- Bedford College
- Dunstable College
- Regional Train to Gain broker
- University of Bedfordshire
- Business Link East
- The Chamber
- NHS Bedfordshire
- WENTA
- Stagecoach
- First Capital Connect
- Groundworks East of England
- Environment Agency
- Marston Vale Trust
- BRCC
- Bedfordshire Climate
- Change Forum
- Bedfordshire & Luton Fire and Rescue Service
- Wildlife Trust of Bedfordshire
- Natural England
- Beds & Luton Green Infrastructure Consortium
- Beds & Luton Biodiversity Forum
- Central Bedfordshire Schools

Children & Young People

- Central Bedfordshire Council
- Job Centre Plus
- NHS Bedfordshire
- Bedfordshire & Luton Mental Health & Social Care Partnership Trust
- Bedfordshire & Luton Fire and Rescue Service
- Bedfordshire Police
- Learning and Skills Council
- Bedford College
- Dunstable College
- Education Business Partnership
- Bedfordshire Probation
- Local Safeguarding Children Board
- Bedfordshire Police
- Voluntary Organisations for Children, young people and families (VOCyfp)
- Community Health Services
- Go East
- Schools
- Bedford Borough (shared services –BDAT, Youth Offending, 14-19 Partnership)
- SORTED
- Aragon Housing
- Community Service Volunteers
- BRCC

Local Strategic Partnership

- Central Bedfordshire Council
- Bedfordshire & Luton Fire & Rescue Service
- Rural Communities
- Town & Parish Councils
- NHS Bedfordshire
- Business Sector
- Bedfordshire Police or Police Authority
- Third Sector Infrastructure Organisation
- HEFE (Higher Education & Further Education)
- Director of Public Health
- Third Sector

Community Safety

- Central Bedfordshire Council
- Bedfordshire Police
- Bedfordshire Police Authority
- Bedfordshire Probation Service
- NHS Bedfordshire
- Bedfordshire & Luton Fire and Rescue Service
- Fire Authority
- Local Criminal Justice Board
- Youth Offending Service
- Drug and Alcohol Action Team
- Voluntary Sector
- Domestic Abuse Services

Stronger Communities

- Central Bedfordshire Council
- Bedfordshire Rural Communities Charity
- Town & Parish Councils
- NHS Bedfordshire
- Bedford Race Equality Council
- Bedford Pilgrims Housing Association
- Bedfordshire Police
- Bedfordshire Advice Forum
- Bedfordshire & Luton Fire and Rescue Service
- Volunteer Centre Bedford
- Community and Voluntary Service North & Mid Beds
- Voluntary and Community Action Central Bedfordshire
- County Sports Partnership – Team Beds & Luton
- Sport England
- Town and Parish Association
- Tackling Poverty Together Group
- Aragon Housing Association
- Job Centre Plus
- Learning and Skills Council
- Advocacy Alliance
- Beds and Luton Community Foundation
- Bedford Creative Arts
- Multi Agency Forum for Migrant Workers, Asylum Seekers and Refugees
- Leisure Connection
- Stevenage Leisure
- Relearning Partnership
- Adult & Community Learning
- Central Bedfordshire Equalities and Diversity Forum

Healthy Communities & Older People

- Central Bedfordshire Council
- NHS Bedfordshire
- Horizon Health Care
- Bedford Hospitall NHS Trust
- Bedfordshire and Luton Mental Health and Social Care Partnership Trust
- Bedfordshire Probation Service
- Older People Group
- Strategic Housing Partnership
- Adult Safeguarding Board
- Learning Disability Partnership Board
- Long Term Conditions Group
- Mental Health Partnership Board
- Drug and Alcohol Partnership Board
- Carer's Commissioning Group
- Supporting People Commissioning Body
- Health Improvement Board
- LINKS
- Older People's Reference Group
- BRCC
- Bedfordshire and Luton Fire and Rescue Service
- Alzheimer's Society
- Carers in Bedfordshire
- Rethink Carers
- MS Therapy Centre
- Stroke Association
- Spurgeon's Young Carer's Project
- Sub-Regional Housing Partnership
- Practice Based Commissioning Groups: *Ivel Valley; Leighton Buzzard; Chiltern Vale; West Mid Beds*
- Bedfordshire Race Equality Council
- Central Bedfordshire Equalities and Diversity Forum

LUTON'S LOCAL STRATEGIC PARTNERSHIP – MAP OF PARTNERS

Thematic Boards				Luton Forum	Cross cutting Boards			
Children and Young People	Environment and Economy		Health and Wellbeing	Safer, stronger communities		Local Public Service Board	Equalities, Inclusion and Cohesion	Performance Management
	Employment, Innovation and Enterprise	Environmental Stewardship and Climate Change						
NHS - PCT	Airport	Sustrans	Assembly	Police	Fire (brigade and authority)	Assembly	LSC	Fire and Rescue
YOS	University	Environment Agency	NHS - PCT	PCT	Active Luton	Police	Police	NHS
LSC	MFCDT	Assembly (FoE)		Active Luton – Leisure trust	University	NHS – PCT	Assembly	Assembly
Police	Jobcentre+	Groundwork		GO East	VAL	LSC	Fire and Rescue	Drug and Alcohol Partnership
Safeguarding Board	LSC	Wildlife Trust		Assembly	Assembly	VAL		Police
GO East	Sustainable Opportunities	Beds Rural Communities		Probation	Airport	Fire and Rescue		LSC
Assembly	Shaw Trust	Environment Agency		Cultural services trust	Police (force & authority)	The Chamber		
Probation	Pictons	VAL		CDRP	Aldwyck HA	GO East		
NHS EoE	Business Link	Sustainable Opportunities		Fire and Rescue	FE College			
FE College	LP	GBN			Jobcentre+			
Vith form College	EEDA	Beds Climate Change Forum			The Chamber			
	The Chamber				NHS - PCT			
					MFCDT			
					CLSP			
					LSC			

Key:

Assembly	Luton's community engagement network
CDRP	Crime and Disorder Reduction Partnership
CLSP	Community Legal Services Partnership

EEDA	East of England Development Agency
FE College	Barnfield Further Education College
GBN	Green Business Network
GO East	Government Office for the East of England
LP	Learning Partnership
LSC	Learning and Skills Council
MFCDT	Marsh Farm Community Development Trust
NHS - EOE	National Health Service – East of England
NHS – PCT	National Health Service – Primary Care Trust (Luton)
VAL	Voluntary Action Luton – Luton’s Council for Voluntary Services
YOS	Youth Offending Service

Foot notes:

1. Public bodies or bodies publicly funded but not represented above:

NHS – Luton and Dunstable Hospital; Ambulance Trust
 Benefits Agency
 Post Office/Royal Mail
 Courts Service
 Network Rail
 Highways Agency
 Homes and Communities Agency
 Team Beds and Luton (sports partnership)
 Sport England
 Natural England

2. Other Partnerships

Joint Planning and Transportation Committee
 BEAR project
 Partnership type contracts – e.g. with bus operators.

LBC – Geoff Bocutt and Bren McGowan
 CBC – Ian Porter and Peter Fraser

produced through workshop on Monday 8th June 2009

Further development to include property mapping – LBC lead: Adrian Piper (Head of CAM) CBC lead: ?

Appendix 3 - Key Contacts List

Project Leads				
LBC	Steve Heappey	01582 545281	07973 229779	Steve.heappey@luton.gov.uk
CBC	Richard Ellis	01462 611423		richard.ellis@centralbedfordshire.gov.uk
Partner organisations	TBA			
Programme Director	TBA			
Finance sub - group				
LBC Lead	Jean Stevenson	01582 546127		Jean.stevenson@luton.gov.uk
CBC Lead	Anna Stamper	01234 315427		anna.stamper@centralbedfordshire.gov.uk
	Matt Bowmer	0300 300 6147		matt.bowmer@centralbedfordshire.gov.uk
Mapping sub-group				
LBC Lead	Geoff Bocutt	01582 546073		Geoff.bocutt@luton.gov.uk
LBC	Bren McGowan	01582 547335		Bren.mcgowan@luton.gov.uk
CBC Lead	Ian Porter			ian.porter@centralbedfordshire.gov.uk
CBC	Peter Fraser			Peter.fraser@centralbedfordshire.gov.uk
Property LBC	Adrian Piper	01582 546148		Adrian.piper@luton.gov.uk
Property CBC	TBA			

Appendix 4 Counting methodology

The “counting” process will map money flowing through the place (from central and local bodies) with the aim of better understanding the relationship between centrally and locally directed resources and between resources directed by different parts of the public sector, and the impact that both of these have on outcomes. *Source CLG information sheet on Total Place project*

Under development

LBC – Jean Stevenson

CBC – Matt Bowmer, Anna Stamper

Initial analysis of Bedfordshire – source CLG Local Spending Report for 2006/7

	Luton UA	Beds CC	Mid Beds	South Beds	Bedford	Total
Revenue Expenditure on Education 2006-07						
Luton UA	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	
Schools						
Nursery schools	6,198	4,679	-	-	-	10,877
Primary schools	85,996	114,919	-	-	-	200,915
Secondary schools	73,495	231,908	-	-	-	305,403
Special schools	7,216	24,850	-	-	-	32,066
Non-school funding						
Strategic management of non-school services	1,314	-	-	-	-	1,314
Pre-school education	7,258	11,726	-	-	-	18,984
Youth education services	2,047	2,541	-	-	-	4,588
Adult and community learning	2,376	5,084	-	-	-	7,460
Student support	212	1,057	-	-	-	1,269
Other non-school education funding	1,142	27,748	-	-	-	28,890
TOTAL EDUCATION SERVICES	187,254	424,512	-	-	-	611,766
Revenue Expenditure on Highways, Roads and Transport Services 2006-07						
	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	
Highways maintenance planning policy and strate	898	-	-	-	26	924
Public and other transport planning policy and str	369	9,083	-	-	24	9,476
Construction - roads and bridges	129	31	-	-	-	160
Structural maintenance - principal roads	226	181	-	-	36	443
Structural maintenance - other local authority roa	976	626	-	-	36	1,638
Structural maintenance - bridges	210	229	-	-	59	498
Environmental safety and routine maintenance - p	426	1,502	-	-	75	2,003
Environmental safety and routine maintenance - c	2,435	1,789	-	-	205	4,429
Winter maintenance	304	1,179	-	-	36	1,519
Street lighting	1,122	5,035	-	4	163	6,316
Congestion charging	-	-	-	-	-	-
Safe routes (including school crossing patrols)	256	184	-	-	-	440
Road safety education and other traffic managem	666	3,365	-	-	36	4,067
On-street parking	1,486	-	-	-	1,370	2,856
Off-street parking	484	90	54	983	2,267	3,878
Concessionary fares	2,160	1,334	668	758	1,460	6,380
Support to operators - bus services	475	4,701	-	-	367	5,543
Support to operators - rail services	-	-	-	-	-	-
Support to operators - other	16	-	-	-	-	16
Public transport co-ordination	273	444	-	-	17	734
Airports, harbours and toll facilities	-	-	-	-	-	-
TOTAL HIGHWAYS, ROADS & TRANSPORT SI	12,911	29,773	722	1,737	6,177	51,320

Revenue Expenditure on Social Services 2006-07		BCC	MBDC	SBDC	BDC	
	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	
Social services strategy - children	-	-	-	-	-	-
Childrens and families services - asylum seekers	-	309	-	-	-	309
Childrens and families services - other	24,552	40,775	-	-	-	65,327
Social services strategy - adults	442	532	-	-	-	974
Older people (aged 65 or over) including older me	31,725	58,220	-	-	-	89,945
Adults aged under 65 with physical disability or se	7,037	7,755	-	-	-	14,792
Adults aged under 65 with learning disabilities	16,375	29,961	-	-	-	46,336
Adults aged under 65 with mental health needs	3,142	5,531	-	-	-	8,673
Other adult social services - asylum seekers - lon	673	53	-	-	-	726
Other adult social services - other	645	1,274	-	-	-	1,919
Supported employment	387	1,345	-	-	-	1,732
						-
TOTAL SOCIAL SERVICES	84,978	145,755	-	-	-	230,733
Revenue Expenditure on Housing 2006-07						
	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	
Housing strategy advice and registered social lan	905	-	354	87	351	1,697
Housing advances	44	-	-	69	71	184
						-
Private sector housing renewal						
Administration of renovation and improvement gr	467	-	103	243	215	1,028
Other private sector housing renewal	934	-	-	156	-	1,090
						-
Homelessness						
Hostels (non-HRA support)	-	-	-	-	-	-
Bed and breakfast accommodation	-	-	24	466	-	490
Leasehold dwellings	-	-	-	361	-	361
Other temporary accommodation	7,673	-	311	-	-	7,984
Homelessness administration	770	-	-	-	820	1,590
						-
Housing benefits						
Rent allowances - discretionary payments	-	-	6	-	-	6
Non-HRA rent rebates - discretionary payments	-	-	-	-	-	-
Rent rebates to HRA tenants - discretionary paym	34	-	-	-	-	34
Housing benefits administration	1,473	-	889	1,056	1,280	4,698
						-
Other council property (Non-HRA)	80	343	-	-	-	423
						-
Housing welfare						
Supporting people	4,602	7,428	-	-	-	12,030
Other welfare services	-	-	-	-	-	-
						-
TOTAL HOUSING SERVICES (GFRA only)	16,982	7,771	1,687	2,438	2,737	31,615
Revenue Expenditure on Cultural, Environmental and Planning						
	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	
CULTURAL AND RELATED SERVICES						
Culture and heritage						
Archives	88	-	-	-	-	88
Arts development and support	662	-	117	449	11	1,239
Heritage	25	3,553	-	-	-	3,578
Museums and galleries	1,798	-	-	-	1,233	3,031
Theatres and public entertainment	867	-	-	-	-	867
						-
Recreation and sport						
Community centres and public halls	1,688	-	-	-	272	1,960
Foreshore	4	-	-	-	-	4
Sports development and community recreation	50	-	167	143	597	957
Sports and recreation facilities including golf cour	1,534	740	414	809	3,211	6,708
						-
Open spaces	2,193	1,196	290	205	3,199	7,083
Tourism	516	-	7	-	1,034	1,557
Library service	3,943	6,551	-	-	-	10,494
						-
TOTAL CULTURAL AND RELATED SERVICES	13,368	12,040	995	1,606	9,557	37,566
						-
Cemetery cremation and mortuary services	926	-	13	-	505	1,444
						-
ENVIRONMENTAL SERVICES						
Environmental health						
Food safety	532	-	220	243	310	1,305
Public conveniences	228	-	12	137	705	1,082
Other environmental health	2,172	-	1,536	822	1,233	5,763
Licensing	852	-	313	6	345	1,516
						-
Community Safety						
Crime reduction	646	-	367	205	183	1,401
Safety services	449	123	-	358	477	1,407

Revenue Expenditure on Cultural, Environmental and Planning		BCC	MBDC	SBDC	BDC	
	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	
Flood defence, land drainage and coast protection						
Defences against flooding	-	-	-	7	12	19
Internal drainage levy work	-	-	365	208	429	1,002
Coast protection	-	-	-	-	-	-
Agricultural and fisheries services	-	90	-	-	-	90
Trading standards	1,024	1,709	-	-	-	2,733
Street cleansing (not chargeable to Highways)	4,472	-	749	1,329	2,114	8,664
						-
Waste management						
Waste collection	3,942	2,950	2,474	2,762	3,663	15,791
Waste disposal	6,360	14,535	-	-	-	20,895
						-
TOTAL ENVIRONMENTAL SERVICES	21,603	19,407	6,049	6,077	9,976	63,112
						-
PLANNING AND DEVELOPMENT SERVICES						
Building control	624	-	873	602	109	2,208
Development control	1,325	6,562	2,987	2,220	2,453	15,547
						-
Planning policy						
Conservation and listed buildings planning policy	-	-	693	25	88	806
Other planning policy	1,007	-	76	350	638	2,071
						-
Environmental initiatives	86	1,303	158	-	402	1,949
Economic development	2,355	3,233	39	400	1,300	7,327
Community development	1,478	233	326	565	290	2,892
						-
TOTAL PLANNING AND DEVELOPMENT SERVICES	6,875	11,331	5,152	4,162	5,280	32,800
						-
TOTAL CULTURAL ENVIRONMENTAL & PLANNING SERVICES	41,846	42,778	12,196	11,845	24,813	133,478
						-
Revenue Expenditure on Protective, Central and Other Services		BCC	MBDC	SBDC	BDC	
	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	
PROTECTIVE SERVICES						
TOTAL POLICE SERVICES	-	-	-	-	-	-
						-
FIRE & RESCUE SERVICES						
Community fire safety	-	-	-	-	-	-
Fire fighting and rescue operations	-	-	-	-	-	-
Fire and rescue service emergency planning and	-	-	-	-	-	-
TOTAL FIRE AND RESCUE SERVICES	-	-	-	-	-	-
						-
COURT SERVICES						
Coroners court services	192	655	-	-	-	847
Other court services	-	5	-	-	-	5
TOTAL COURT SERVICES	192	660	-	-	-	852
						-
CORPORATE & DEMOCRATIC CORE	6,865	2,072	2,676	2,437	3,204	17,254
						-
CENTRAL SERVICES TO THE PUBLIC						
Local tax collection						
Council tax collection	1,433	-	1,376	1,108	1,138	5,055
Council tax discounts for prompt payment	-	-	-	-	-	-
Council tax discounts locally funded	-	-	-	-	-	-
Council tax benefits administration	870	-	547	901	860	3,178
Non-domestic rates collection	371	-	334	148	280	1,133
BID ballots	-	-	-	-	-	-
Registration of births deaths and marriages	448	682	-	-	-	1,130
						-
Elections						
Registration of electors	245	-	362	176	210	993
Conducting elections	105	56	70	182	86	499
						-
Emergency planning	152	211	100	25	93	581
Local land charges	156	-	294	136	303	889
General grants bequests and donations	46	206	265	168	667	1,352
						-
Non-distributed costs						
Retirement benefits	1,161	4,692	204	96	100	3,931
Costs of unused shares of IT facilities and other	-	5,635	-	-	-	5,635
Depreciation / impairment of surplus costs etc	-	-	-	-	-	-
						-
MANAGEMENT & SUPPORT SERVICES	17,821	3,141	10,818	19,234	7,518	58,532
TOTAL CENTRAL SERVICES	27,351	5,425	17,046	24,611	14,459	88,892
						-
Capital Expenditure by Service 2006-07		BCC	MBDC	SBDC	BDC	
	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	Total Expenditure £ thousand	
Education	13,238	23,851	-	-	-	37,089
Social services	1,370	415	-	-	-	1,785
Transport	13,617	24,526	90	293	404	38,930
Housing	12,706	-	2,276	5,767	2,657	23,406
Libraries, culture & heritage	188	1,598	-	7,967	170	9,923
Agriculture & fisheries	-	-	8	-	-	8
Consumer protection	-	-	-	-	-	-
Employment services	-	-	-	-	-	-
Sport & recreation	527	-	31	273	712	1,543
Other environmental services	18,334	9,080	5,583	1,545	4,819	39,361
Fire & rescue	-	-	-	-	-	-
Police	-	-	-	-	-	-
Coroners courts	-	-	-	-	-	-
Magistrates courts	-	5	-	-	-	5
						-
TOTAL ALL CAPITAL SERVICES	59,980	59,475	7,988	15,845	8,762	152,050

Notes
HRA - Housing Revenue Account
GFRA - General Fund Revenue Account

Meeting: Business Transformation Overview & Scrutiny Committee
Date: 3 September 2009
Subject: Website Transformation Project
Report of: Assistant Director, Communications
Assistant Director, ICT and Property
Summary: To provide members of the committee with an outline of the ambitions of the Web Transformation Project in order that Members can consider whether they wish to get involved in scrutinising this work, or engaging with the proposals for improvement.

Contact Officer: Georgina Stanton, Assistant Director, Communications
Public/Exempt: Public
Wards Affected: All
Function of: Executive/Council
Key Decision No
Reason for urgency/
Exemption from call-in
(if appropriate)

RECOMMENDATIONS:

To accept the two phased approach to web development.

1. **Our current website**

Central Bedfordshire Council developed its current site using only existing resources and within a very short timescale (between December 2008 and March 2009).

The result of this endeavour is a site that:-

- amounts to around 92,000 pages, images and documents
- is based on the nation standard navigation structure for local council sites (the Local Government Navigation List)
- includes simple search and A-Z and search features
- has hosted more than 165,000 visitors since 1st April, who have collectively viewed more than 1.75million pages.

However, the site has serious limitations:-

- Although it is rich in content, the routes to find the information are not as intuitive as they could be.

- Because much of the content was based on legacy authority sites, it continues to bear the identity of those institutions in many cases.
- The content management system on which the site is based is problematic.

Critically, the site is seen to be rich in content but less interactive than it could be.

As a result, customers are able to transact with us on line in a very limited manner, which means we are offering less efficient and accessible customer service than we could.

The site also fails to make the most of communication opportunities. The best local authority sites are making use of social media tools such as web chats, discussion forums, on line polls and blogs to enable more effective dialogue between the council and the public.

2. **The future**

In 2008, 16 million households in Great Britain (65 per cent) had Internet access. This is an increase of just over 1 million households (7 per cent) over the last year and 5 million households (46 per cent) since 2002.ⁱ

We must embrace the technology available in order that we drive customer efficiencies and improve customer service through the website. Our vision is that the web is the number one platform for self service and customer communication. We have implemented online transactional functionality with council tax, non domestic rates and housing and garage rents payable available through the site.

Online payments serve the customer at the front end and also offer back office savings – imagine a council which took all payments electronically.

An “Excellent” website

We want to be a leading website, one which sets the standard when it comes to visual look and feel, transactional functionality, online interaction, drag and drop menu options and personalisation.

Consider some of the leading “Excellent” local government sites from the 2009 SOCITM Better Connected report. Councils such as Redbridgeⁱ and Brentⁱⁱ have been pioneers of web development in recent years and it is the SOCITM Excellent classification which we must aim to achieve over the coming 5 years. Having said that, it is our customers who we want to view us as excellent, and this will be driven by how we interact online.

In recognition of these challenges and opportunities the Central Bedfordshire Management Team has commissioned a Web Development Team to review our presence and develop an improvement plan.

The Team comprises service users from all Directorates, the Head of Customer Services and the Head of Brand and Channel Management. It is jointly chaired by Georgina Stanton (AD Communications) and Caroline Carruthers (AD ICT & Property) who are the Senior Responsible Owners of the project.

3. **Strategic context**

National Policy NI14 The indicator aims to reduce 'avoidable contact' between the community and local authorities. Examples of 'avoidable contact' include calls from citizens to chase progress on service requests. Such calls are usually of little value to either the citizen or the local authority. However, they can often represent a significant proportion of contact volumes.

Customer Services Strategy 2009/2011 The aim of the strategy is to ensure that residents have better access to its services through a Multi Channel Access Strategy. This includes improving access to services online and the allocation of the new 0300 number. We want to offer high quality, reliable, flexible and responsive services and resolve queries at the first point of contact.

Our Customer Charter sets out our website customer service vision which is to make it easy for customers to find the information they want at a time that is convenient to them – this highlights the information and transactional needs of the 24 hour society we all live in.

Business Transformation objectives clearly illustrate the need to drive effective cost savings over the next 5 years. The website is integral to this as we seek to increase online payments and web self-service, thus reducing back office costs via the telephone and also face-to-face contacts. The SOCITM Better Connected Report 2008 illustrates the estimates costs per transaction as:

- Online 17p
- Telephone £4.00
- Face-to-face £7.80

Communications in local government are not longer limited to press releases. There are a variety of interactive channels available to communicate to a range of audiences including Twitter, Facebook, MySpace, WordPress, Blogger, Bebo and Flickr, to name a few.

Self-service channels are already available via the website, but there are a lot of areas which could be exploited e.g.

- Rather than book a meeting with a planning office over the phone, why not do it online?
- Offer a one-stop shop for information via post code search – a facility offered by Salfordⁱⁱⁱ, whereby you can find out who your councillor is, when your bin is collected, where your local schools, post offices and community centres are – all at the click of a button.

Community Engagement strategy The website is potentially a vehicle for consultation, for sharing information on and with our communities, for getting their feedback, and indeed for integrating with their own sites. It potentially increases the opportunity for involvement in the democratic process (for instance, we may "stream" council/committee meetings via the website, which may give people the opportunity to get involved in meetings they could/would not attend personally.

Customer Insight Programme – it is important to remember to develop a website **with** your community and not **for** your community. Another element of our Customer Services Strategy is our Customer Insight Programme which will use Customer Segmentation data to identify our customer groups. It is vital to remember that whilst around two thirds of customers now have web access, quite often it will be the other one third which is most likely to need our support.

4. **A Phased Approach**

The Web Development Team has met once in order to agree their terms of reference and to commission two pieces of work.

A short term review/improvement plan

External support from the national leadership group for Local Government information technology (SOCTIM) have been invited to undertake an audit of our current site and to make a series of tactical and practical recommendations for change which can be implemented immediately.

SOCTIM conduct an annual survey of all council websites, rating them on the quality of their information, their ease of use and their interactivity.

This process results in the publication of a "league table" of results from all local authorities each February.

It is anticipated that this swift audit, action plan and improvement programme will result in some short term enhancements to our on line presence within the current financial year.

A fundamental service review

The second phase of web improvement will be to conduct a wider reaching assessment of what our web presence should be in order to fit with the overarching business transformation strategy of Central Bedfordshire.

It is proposed that this review will:

Engage a wide section of stakeholders from inside the organisation and in the community so that their preferences, needs and expectations can be properly understood by the council.

Compare our on line presence and service with market leaders in both the public and private sector so that we are able to learn from the "best in class" organisations in developing our new site.

Analyse the costs and benefits of enhancing our website, particularly in the context of migrating customer traffic from other and more expensive forms of service to on line transactions.

In gathering this evidence, the project team will then develop options for web enhancements for wider consultation in the organisation in order to determine the preferred future model.

Once this is established an action plan to migrate our website from its current state to our future model will be developed and implemented.

5. **Timescales**

The Web Team have a workshop planned in September in order to turn this broad schedule into a more specific project plan. The intention is that the review and action planning will be concluded within this financial year so that the improvement programme can commence in 2010/11.

6. **Member Engagement**

Members have a critical part to play in the Web Development Programme and Business Transformation O&S Committee Members may wish to develop a task force to work with the officer team in both conducting the review and shaping the recommendations.

CORPORATE IMPLICATIONS

Council Priorities:

The aim of this website development ties in with the overall Customer Services Strategy, Business Transformation programme and Customer Charter website priorities all of which have over-arching aims to improve service to customers and deliver financial efficiencies.
--

Financial:

Invest to Save bid of £100k based on 2:1 return on investment - approved by PMO.
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Legal:

National Indicator 14 (NI 14) is one of the 198 indicators against which local government will be assessed within the new performance management framework. This has been agreed between Communities and Local Government and the Local Government Association (LGA).

The indicator aims to reduce 'avoidable contact' between the community and local authorities. Examples of 'avoidable contact' include calls from citizens to chase progress on service requests. Such calls are usually of little value to either the citizen or the local authority. However, they can often represent a significant proportion of contact volumes.
--

To meet the NI14 objectives, we must:

- 1) Ensure the website meets the information requirements in order that customers do not need to call or make a face to face visit resulting from inadequate information.
- 2) Increase the range of website transactions and ensure current transactions are user-friendly.

Risk Management:

The current site has serious limitations:-

- Although it is rich in content, the routes to find the information are not as intuitive as they could be.
- Because much of the content was based on legacy authority sites, it continues to bear the identity of those institutions in many cases.
- The content management system on which the site is based is problematic.

Staffing (including Trades Unions):

Staffing will not be directly affected by the website development initially. Medium to longer term, the objective will be to reduce telephone and face to face enquiries, thus allowing staff redeployment to other service areas.

Equalities/Human Rights:

N/A

Community Development/Safety:

N/A

Sustainability:

N/A

Appendix 1 – SOCITM

General information regarding SOCITM can be found by visiting

<http://www.socitm.gov.uk/socitm/About+us/default.htm>

Further information on SOCITM Consulting can be found at

<http://www.socitm.gov.uk/socitm/services/socitm+consulting/default.htm>

ⁱ <http://www.statistics.gov.uk/CCI/nugget.asp?ID=8>

ⁱⁱ <http://www.brent.gov.uk/home.nsf/Pages/LBB-641>

ⁱⁱⁱ <http://www.salford.gov.uk/online/yoursalford.htm>

Meeting: Business Transformation Overview & Scrutiny Committee

Date: 3 September 2009

Subject: Work Programme 2009-2010

Report of: Bernard Carter, Overview & Scrutiny Manager

Summary: The report provides Members with details of the currently drafted work programme following initial discussion of the subject at the last meeting.

Contact Officer: Bernard Carter

Public/Exempt: Public

Wards Affected: All

Function of: n/a

Key Decision n/a

Reason for urgency/ n/a

Exemption from call-in
(if appropriate)

RECOMMENDATIONS:

- 1. That the Business Transformation Overview & Scrutiny Committee considers and approves the work programme attached, subject to any further amendments it may wish to make; and**
- 2. That the Business Transformation Overview & Scrutiny Committee considers whether it wishes to add any further items to the work programme and/or establish any Task Forces to assist it in reviewing specific items.**

Reason for Recommendation: So that Members of the Business Transformation Overview & Scrutiny Committee can further refine its work programme for the municipal year 2009 - 2010.

Work Programme

1. As Members will be aware, the Committee received a presentation at its last meeting, which provided an overview of the work of the Business Transformation directorate and the key issues and challenging facing it.

2. At this meeting, and with the support of the officers in attendance, Members highlighted a number of priority items for inclusion in an initial Committee work programme, a summary of which is attached at Appendix A.
3. The Committee is now requested to consider further the work programme attached and amend and/or add to it if considered necessary. This will allow officers to plan accordingly but will not preclude further items being added during the course of the year if Members so wish and capacity exists.

Task Forces

4. In addition to further consideration of the work programme, Members will also need to consider how each item will be reviewed i.e. by the Committee itself (over one or a number of Committee meetings) or by establishing a Member Task Force to review an item in greater depth and report back its findings.

Conclusion

5. Members are requested to consider and agree the attached work programme, subject to any further amendments/additions they may wish to make and highlight those items within it where they wish to establish a Task Force to assist the Committee in its work.

CORPORATE IMPLICATIONS
<p>Council Priorities: The work programme of the Business Transformation Overview & Scrutiny Committee will contribute indirectly to all 5 Council priorities.</p> <p>Financial: n/a</p> <p>Legal: n/a</p> <p>Risk Management: n/a</p> <p>Staffing (including Trades Unions): n/a</p> <p>Equalities/Human Rights: n/a</p> <p>Community Development/Safety: n/a</p> <p>Sustainability: n/a</p>

Business Transformation Overview and Scrutiny Committee

Work Programme by Committee Date

Ref	Committee Date	Report Title	Issue Description	Comments
1	3 September 2009	Customer Services Strategy	Task Force established by BT OSC at its first meeting to review this strategy and report back findings prior to Executive consideration on 15 th September.	
2		Total Place	To receive a briefing on the Total Place pilot between Central Bedfordshire and Luton Borough Councils	
3		Web Development	To receive a briefing on proposals to develop the Central Bedfordshire website	
4	28 September 2009	Business Transformation Strategy	Task Force established by BT OSC at its first meeting to review this strategy and report back findings prior to Executive consideration on 13 th October.	
5		Community Engagement Strategy	Task Force established by BT OSC at its first meeting to review this strategy and report back findings prior to Executive consideration on 13 th October.	
6		Performance Report Q1	To receive & consider a report outlining the performance of key indicators within the directorate for the period Apr to Jun 09	
7	26 October 2009	SCHH Directorate Presentation	To receive a presentation outlining the key	

Ref	Committee Date	Report Title	Issue Description	Comments
			issues, challenges and tasks facing the directorate in delivering the Council's transformation agenda, and how the directorates are working in partnership to effect that delivery.	
8	23 November 2009	CR Directorate Presentation	To receive a presentation outlining the key issues, challenges and tasks facing the directorate in delivering the Council's transformation agenda, and how the directorates are working in partnership to effect that delivery.	
9		Performance Report Q2	To receive & consider a report outlining the performance of key indicators within the directorate for the period Apr to Sept 09	
10	21 December 2009	CFL Directorate Presentation	To receive a presentation outlining the key issues, challenges and tasks facing the directorate in delivering the Council's transformation agenda, and how the directorates are working in partnership to effect that delivery.	
11	25 January 2010	SC Directorate Presentation	To receive a presentation outlining the key issues, challenges and tasks facing the directorate in delivering the Council's transformation agenda, and how the directorates are working in partnership to effect that delivery.	
12	22 February 2010	Performance Report Q3	To receive & consider a report outlining the performance of key indicators within the	

Ref	Committee Date	Report Title	Issue Description	Comments
			directorate for the period Apr to Dec 09	
13	22 March 2010			
14	19 April 2010			
15	17 May 2010	Performance Report Q4	To receive & consider a report outlining the performance of key indicators within the directorate for the period Apr 09 to Mar 10	

Other Topics of Interest/Potential Review

1.	Freedom of Information/Data Protection Requests & Customer Complaints – Regular submission of data to identify issues/trends that may require further investigation.
2.	Customer Relationship Management (CRM)/Customer Services – the whole issue of capturing customer information & using it effectively to ensure efficient customer interface & service ie the customer need only tell us something once.
3.	Policy on Consultations
4.	LAA Indicators – who decides & why, and how this links into government incentives.
5.	Business Transformation Member Champions – their role and relationship with the BT OSC
6.	Business Transformation Portfolio Plan – scrutiny thereof.
7.	Transport Review

Executive Dates (for information)

15 Sept, 13 Oct, 10 Nov, 8 Dec, 12 Jan, 9 Feb, 9 Mar, 6 Apr, 4 May

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**Central Bedfordshire Council
Forward Plan of Key Decisions
1 September 2009 to 31 August 2010**

- 1) During the period from **1 September 2009 to 31 August 2010**, Central Bedfordshire Council plans to make key decisions on the issues set out below. “Key decisions” relate to those decisions of the Executive which are likely:
- to result in the incurring of expenditure which is, or the making of savings which are, significant (namely £200,000 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 one 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 Executive and will be updated on a monthly basis. Key decisions will be taken by the Executive as a whole. The Members of the Executive are:

Member	Portfolio
Cllr Mrs Tricia Turner MBE	Chairman of the Executive and Leader of the Council
Cllr Richard Stay	Vice-Chairman of the Executive and Deputy Leader of the Council and Portfolio Holder for Business Transformation
Cllr Mrs Rita Drinkwater	Portfolio Holder for Housing
Cllr Mrs Carole Hegley	Portfolio Holder for Social Care and Health & Portfolio Champion for Business Transformation
Cllr Maurice Jones	Portfolio Holder for Corporate Resources
Cllr Mrs Anita Lewis	Portfolio Holder for Children’s Services
Cllr Steve Male	Portfolio Holder for Culture and Skills & Portfolio Champion for Business Transformation
Cllr Ken Matthews	Portfolio Holder for Economic Growth and Regeneration
Cllr David McVicar	Portfolio Holder for Safer and Stronger Communities
Cllr Tom Nicols	Portfolio Holder for Sustainable Development & Portfolio Champion for Business Transformation

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 Executive about the matter in respect of which the decision is to be made should do so to the officer whose telephone number and e-mail address are shown in the Forward Plan. Any correspondence should be sent to the contact officer at the relevant address as shown below. General questions about the Plan such as specific dates, should be addressed to the Head of Democratic Services, Priory House, Monks Walk, Chicksands, Shefford SG17 5TQ.

4) The agendas for meetings of the Executive will be published as follows:

Meeting Date	Publication of Agenda
12 May 2009	01 May 2009
23 June 2009	15 June 2009
21 July 2009	13 July 2009
18 August 2009	10 August 2009
15 September 2009	7 September 2009
13 October 2009	5 October 2009
10 November 2009	2 November 2009
8 December 2009	30 November 2009
12 January 2010	4 January 2010
9 February 2010	1 February 2010
9 March 2010	1 March 2010
6 April 2010	25 March 2010

Central Bedfordshire Council

Forward Plan of Key Decisions for the period 1 September 2009 to 31 August 2010

Key Decisions

Date of Publication: 7 August 2009

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
1.	Property Acquisitions and Disposals Monitoring -	Standing item for key decisions and quarterly basis monitoring and reporting of all property transactions	15 September 2009	Items will have been reviewed and assessed by the CBC Capital Assets Management Group (CAMG).	Report	Cllr Maurice R Jones Comments by 21/08/09 to Contact Officer: Mark Bassett, Specialist Advisor - Property mark.bassett@centralbedfordshire.gov.uk Tel: 01234 276889 / 07939 038105
2.	Rationalisation of Supported Bus Services -	Officers estimate an overspend on the supported public transport budget. This paper sets out the strategy for remaining within budget. The Executive to give a steer on which strategy they wish to adopt.	15 September 2009	Sustainable Communities Overview and Scrutiny Committee – 1 September 2009	Report	Cllr David McVicar Comments by 21/08/09 to Contact Officer: Basil Jackson, Assistant Director Highways basil.jackson@centralbedfordshire.gov.uk Tel: 0300 300 6171

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
3.	Central Bedfordshire Children and Young People's Plan 2009 - 2010 -	That the Executive endorse the Central Bedfordshire Children and Young People's Plan and recommends the adoption of the Plan to Council.	15 September 2009	Consultation has already taken place with children and young people. Further stakeholder consultation was undertaken in May, June and July through a variety of mechanisms such as workshops, information published on our website and meetings with key partners.	Report	Cllr Mrs Anita M Lewis Comments by 21/08/09 to Contact Officer: Sylvia Gibson, Interim Assistant Director, Policy, Planning and Commissioning sylvia.gibson@centralbedfordshire.gov.uk Tel: 0845 849 6092
4.	Customer Services Strategy	That the Executive agree the strategy which sets out Central Bedfordshire Council's ambitions for delivering joined up responsive solutions for its customers and those of its partners.	15 September 2009		Report	Cllr Richard Stay Comments by 21/08/09 to Contact Officer: Clive Jones, Assistant Director Business Transformation & Customer Services clive.jones@centralbedfordshire.gov.uk Tel: 01462 611168

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
5.	BEaR Project - Private Finance Initiative Credits -	To review the funding profile of the Bedfordshire Energy and Recycling Project to deliver a sustainable waste management solution for the council and to approve a funding strategy that optimises the level of Private Finance Initiative credits awarded to reduce the cost of the project to the council.	15 September 2009	A special meeting of the Sustainable Communities Overview and Scrutiny Committee will be held to consider the item with an invitation to all Members of the Council to attend.	Report	Cllr David McVicar Comments by 21/08/09 to Contact Officer: Alan Fleming, Project Director, Sustainable Communities alan.fleming@centralbedfordshire.gov.uk Tel: 01234 228608
6.	Property Services Review -	To report on the process for reviewing future delivery of property services for CBC.	15 September 2009	CAMG All Service Areas Stakeholders	Report	Cllr Maurice R Jones Comments by 19/08/09 to Contact Officer: Mark Bassett, Specialist Advisor - Property mark.bassett@centralbedfordshire.gov.uk Tel: 01234 276889 / 07939 038105

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
7.	Specialist Provision for Children with Autistic Spectrum Disorders at Holmemead Middle School, Biggleswade -	To note the update on setting up a Specialist Provision for Children with Autistic Spectrum Disorders at Homemead Middle School, Biggleswade. This item will also include an update on further progress of the SEN Special Needs Review.	15 September 2009	Statutory Consultees - consultation carried out in April/May 2009 and Statutory Notices published June 2009.	Report	Cllr Mrs Anita M Lewis Comments by 21/08/09 to Contact Officer: Martin Pratt, Assistant Director Specialist Services martin.pratt@centralbedfordshire.gov.uk Tel: 01234 276226
8.	Playbuilder Programme -	To approve the proposal to appoint the contractor to build DCSF funded play spaces.	15 September 2009	CBC Play Partnership (Portfolio Holder is Chairman) Town and Parish Councils Play England	Playbuilder Project Plan	Cllr Stephen F Male Comments by 21/08/09 to Contact Officer: Roy Waterfield, Assistant Director Leisure and Culture, Libraries, Adult and Community Learning roy.waterfield@centralbedfordshire.gov.uk Tel: 0300 300 4239
9.	Award of the decent homes (kitchen / bathroom refurbishment) contract -	To approve the awarding of the contract to Housing properties district wide	15 September 2009	Assistant Director Housing Services	Report	Cllr Mrs Rita J Drinkwater Comments by 21/08/09 to Contact Officer: Christian Carlisle, Head of Housing Asset Management christian.carlisle@centralbedfordshire.gov.uk Tel: 0300 300 3348

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
10.	Award of the Building cleaning contract to Housing General needs and Sheltered Housing properties -	To award the building contract to Housing General needs, Sheltered Housing properties and travellers sites within Central Bedfordshire.	15 September 2009	Assistant Director Housing Services	Report	<p>Clr Mrs Rita J Drinkwater Comments by 21/08/09 to Contact Officer: Basil Quinn, Housing Asset Manager Performance basil.quinn@centralbedfordshire.gov.uk Tel: 0300 300 5118</p>
11.	Members Acceptable Use Policy -	To approve the Policy governing use by Members of CBC provided ICT equipment.	15 September 2009		Report	<p>Clr Maurice R Jones Comments by 21/08/09 to Contact Officer: Caroline Carruthers, Assistant Director Property & ICT caroline.carruthers@centralbedfordshire.gov.uk Tel: 0300 300 8000</p>
12.	Electricity and Gas Supply Contracts -	To approve the use of Central Buying Consortium's "Flexible Framework" to renew the ex-County Council energy contracts and incorporate ex-district properties as appropriate.	15 September 2009	Central Bedfordshire Property & Asset Management Group	Report	<p>Clr Maurice R Jones Comments by 21/08/09 to Contact Officer: Robert Gregan, Head of Procurement robert.gregan@centralbedfordshire.gov.uk Tel: 01234 276570</p>

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
13.	Procurement Strategy -	To approve the Council's Corporate Procurement Strategy which is a requirement of the National Procurement Strategy published by CLG.	15 September 2009	RIEP	Report	Cllr Maurice R Jones Comments by 21/08/09 to Contact Officer: Robert Gregan, Head of Procurement robert.gregan@centralbedfordshire.gov.uk Tel: 01234 276570
14.	Provision of Accommodation for Adults with Learning Disability -	To approve the spending of capital monies in respect of providing accommodation for adults with a learning disability.	15 September 2009	Bedford Borough Council	Report	Cllr Mrs Carole Hegley Comments by 21/08/09 to Contact Officer: Julie Ogley, Director of Social Care, Health & Housing julie.ogley@centralbedfordshire.gov.uk Tel: 01462 611221
15.	Leighton Buzzard Station Travel Plan -	This report will seek approval of the Station Travel Plan for Leighton Buzzard. The Plan is intended to promote greater use of public transport, walking and cycling to the station.	15 September 2009	Passenger Surveys Stakeholders Members information workshop April 2009	Report	Cllr Tom Nicols Comments by 21/08/09 to Contact Officer: John Austin, Interim Head of Transport Strategy john.austin@centralbedfordshire.gov.uk Tel: 01234 228687

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
16.	Provision of Breaks and Services to Carers -	To approve the joint delivery and spending plan between Central Bedfordshire Council and NHS Bedfordshire to provide breaks and services to carers.	13 October 2009	NHS Bedfordshire - 26 May Carers, statutory and Third Section Partners via consultation event held 13 July 2009	Joint Central Bedfordshire Council and NHS Delivery Plan	Cllr Mrs Carole Hegley Comments by 21/09/09 to Contact Officer: James Robinson-Morley, Lead Commissioner (Carers & Service User Engagement) james.robinsonmorley@centralbedfordshire.gov.uk Tel: 0300 300 6681
17.	Dunstable Community Football Development Centre -	To approve the detailed business plan and agree to undertake a tendering process for building the football development centre.	13 October 2009	Dunstable Football Council Dunstable Football Club AFC Dunstable Football Club Brewers Hill Middle School The Football Association (These stakeholders are members of the project team who meet regularly) Sport England - statutory consultee CBC Ward Members Consultation with residents has been undertaken in 2008	Creasey Park Business Plan	Cllr Stephen F Male Comments by 21/08/09 to Contact Officer: Roy Waterfield, Assistant Director Leisure and Culture, Libraries, Adult and Community Learning roy.waterfield@centralbedfordshire.gov.uk Tel: 0300 300 4239

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
18.	Leighton Linlade Community Football Development Centre -	to agree a way forward for developing the football development centre at Astral Park.	13 October 2009	Leighton Linlade Town Council Sport England	Report	Cllr Stephen F Male Comments by 21/08/09 to Contact Officer: Roy Waterfield, Assistant Director Leisure and Culture, Libraries, Adult and Community Learning roy.waterfield@centralbedfordshire.gov.uk Tel: 0300 300 4239
19.	Extension to Sandy Sport and Leisure Centre -	To approve an outline business case and to agree to appoint a consultant to lead a traditional project build process and undertake tendering process.	13 October 2009	Sandy Upper School Stevenage Leisure Limited (Leisure Management Contractor) CBC Ward Members	Extension to Sandy Sport and Leisure Centre Project Initiation Document	Cllr Stephen F Male Comments by 22/09/09 to Contact Officer: Roy Waterfield, Assistant Director Leisure and Culture, Libraries, Adult and Community Learning roy.waterfield@centralbedfordshire.gov.uk Tel: 0300 300 4239
20.	Local Transport Plan -	This report will set out the options for preparing the new Local Transport Plan (LTP3) for Central Bedfordshire and will ask Executive to agree the recommended approach.	13 October 2009		Report	Cllr Tom Nicols Comments by 22/09/09 to Contact Officer: John Austin, Interim Head of Transport Strategy john.austin@centralbedfordshire.gov.uk Tel: 01234 228687

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
21.	Review of Fees and Charges -	To review the Fees and Charges.	13 October 2009		Report	Cllr Maurice R Jones Comments by 22/09/09 to Contact Officer: Matt Bowmer, Assistant Director Financial Services matt.bowmer@centralbedfordshire.gov.uk Tel: 0300 300 4254
22.	Review of Capital Programme -	To review the Capital Programme	13 October 2009		Report	Cllr Maurice R Jones Comments by 22/09/09 to Contact Officer: Matt Bowmer, Assistant Director Financial Services matt.bowmer@centralbedfordshire.gov.uk Tel: 0300 300 4254
23.	The Central Bedfordshire Response to the Green Paper "Shaping the Future of Care Together" -	To provide a response.	13 October 2009	Public Consultation event tbc	"Shaping the Future of Care Together" www.dh.gov.uk/publications	Cllr Mrs Carole Hegley Comments by 22/09/09 to Contact Officer: Patricia Coker patricia.coker@centralbedfordshire.gov.uk Tel: 0300 300 5521

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
24.	Community Engagement Strategy -	To approve the Strategy for Central Bedfordshire Council.	13 October 2009	Portfolio Holder (Business Transformation) LSP Partners	Report	Cllr Richard Stay Comments by 22/09/09 to Contact Officer: Ian Porter, Assistant Director Service Policy, Partnerships & Performance ian.porter@centralbedfordshire.gov.uk Tel: 01234 276067
25.	Business Transformation Strategy -	To set out ambition, priorities and outcomes for the Council's Transformation over the next 5 years.	13 October 2009		Report	Cllr Richard Stay Comments by 22/09/09 to Contact Officer: Clive Jones, Assistant Director Business Transformation & Customer Services clive.jones@centralbedfordshire.gov.uk Tel: 01462 611168
26.	Commissioning Policy -	That the Executive endorses the principles of the Strategic Commissioning Framework to enable effective strategic commissioning alongside partners within the Children's Trust.	13 October 2009	Stakeholder and the Children's Trust	Report	Cllr Mrs Anita M Lewis Comments by 22/09/09 to Contact Officer: Sylvia Gibson, Interim Assistant Director, Policy, Planning and Commissioning sylvia.gibson@centralbedfordshire.gov.uk tel: 0300 300 5522

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
27.	Medium Term Property Strategy Update -	To report on the progress of the implementation of the strategy.	13 October 2009		Report	Cllr Maurice R Jones Comments by 13/10/09 to Contact Officer: Mark Bassett, Specialist Advisor - Property mark.bassett@centralbedfordshire.gov.uk Tel: 01234 276889 / 07939 038105
28.	Award of the re-roofing contract to housing properties district wide -	To approve the awarding of the contract to housing properties district wide	13 October 2009	Assistant Director Housing Services	Report	Cllr Mrs Rita J Drinkwater Comments by 22/09/09 to Contact Officer: Ian Johnson, Housing Asset Manager ian.johnson@centralbedfordshire.gov.uk Tel: 0300 300 5202
29.	Job Investment Capital Programme -	To approve the priorities for the use of capital to facilitate the key strategic employment sites identified across Central Bedfordshire to come forward and attract development investment.	13 October 2009	Items will have been reviewed by the Central Bedfordshire Council Capital Assets Management Group (CAMG).	Report	Cllr Ken C Matthews Comments by 22/09/09 to Contact Officer: Jon Cliff, Special Projects Manager jon.cliff@centralbedfordshire.gov.uk Tel: 0300 300 4373

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
30.	Central Bedfordshire Town Centre Support Plan -	To approve the Council support mechanism for Central Bedfordshire's Town Centres and Town Centre Management arrangements across the whole area.	10 November 2009	Town Council's by mid july Key Town Centre Businesses questionnaire to be circulated	Report	Cllr Ken C Matthews Comments by 14/10/09 to Contact Officer: Helen Shore, Head of Business Growth helen.shore@centralbedfordshire.gov.uk Tel: 01234 276063
31.	East of England Plan Review to 2031 -	The Council response to a consultation by the East of England Regional Assembly on the review of the Regional Spatial Strategy to 2031, including four potential scenarios for new development requirements.	10 November 2009	Stakeholders members of the public Sustainable Communities OSC	Report	Cllr Tom Nicols Comments by 14/10/09 to Contact Officer: Richard Fox, Interim Head of Development and Planning richard.fox@centralbedfordshire.gov.uk Tel: 01462 611105

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
32.	LDF Core Strategy and Development Management Policies DPD -	To consider this Development Plan Document (DPD) in advance of consideration by Council for formal adoption. This follows the recent Public Examination and Inspector's Report. Once adopted by Council this document will become a statutory part of the Development Plan and will replace existing Local Plan.	10 November 2009	This DPD has been subject to extensive consultation over the last 4 years. Also considered by Sustainable Communities Overview & Scrutiny Committee.	Report and final DPD for adoption	Cllr Tom Nicols Comments by 14/10/09 to Contact Officer: Richard Fox, Interim Head of Development and Planning richard.fox@centralbedfordshire.gov.uk Tel: 01462 611105
33.	Planning Obligations Strategy SPD -	To adopt this revised Supplementary Planning Document, based on the Core Strategy and Development Management Policies DPD. This document specifies a range of developer contributions and will be used in the Development Management process.	10 November 2009	Stakeholders, members of the public, Sustainable Communities Overview and Scrutiny Committee	Report and final SPD for adoption	Cllr Tom Nicols Comments by 14/10/09 to Contact Officer: Richard Fox, Interim Head of Development and Planning richard.fox@centralbedfordshire.gov.uk Tel: 01462 611105

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
34.	Developing Ultra Low Carbon Vehicle Technologies -	To approve the action plan to promote and develop the employment opportunities in the low carbon technology sector and promote the early adoption of ultra low carbon vehicles across the area as a response to climate change and reduction of greenhouse gas emissions.	10 November 2009	LSP Carbon Reduction Working Group Key Stakeholders and Portfolio Members	Report	<p>Clr Ken C Matthews Comments by 14/10/09 to Contact Officer: Liz Wade, Assistant Director Economic Growth and Regeneration liz.wade@centralbedfordshire.gov.uk Tel: 01234 228972</p>
35.	Luton-Dunstable Busway -	To receive the Tender Returns and recommendations to progress the scheme. To consider the tender returns for the main construction works for the Luton/Dunstable Busway and agree the engagement of contractor who will undertake the construction works.	10 November 2009	Sustainable Communities Overview & Scrutiny Committee – 27 October 2009.	Report	<p>Clr Tom Nicols Comments by 14/10/09 to Contact Officer: John Austin, Interim Head of Transport Strategy john.austin@centralbedfordshire.gov.uk Tel: 01234 228687</p>

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
36.	Property Acquisitions and Disposals Monitoring -	Standing item for key decisions and quarterly basis monitoring and reporting of all property transactions.	10 November 2009	Items will have been reviewed and assessed by the CBC Capital Assets Management Group (CAMG).	Report	Cllr Maurice R Jones Comments by 14/10/09 to Contact Officer: Mark Bassett, Specialist Advisor - Property mark.bassett@centralbedfordshire.gov.uk Tel: 01234 276889 / 07939 038105
37.	Harmonisation of Waste Management Services -	To seek Members agreement to proposed changes to the provision of waste management services to achieve a common approach across Central Bedfordshire.	10 November 2009	Sustainable Communities Overview & Scrutiny Committee – 27 October 2009.	Report	Cllr David McVicar Comments by 14/10/09 to Contact Officer: Steve Whittaker, Contract Services Manager steve.whittaker@centralbedfordshire.gov.uk Tel: 0300 300 4344
38.	Lord Laming Action Plan -	To note and endorse the action plan which sets out Central Bedfordshire's position in relation to the recommendations set out in the Lord Laming report 'The Protection of Children in England: A progress report' and the Government's response to it.	10 November 2009	Stakeholders and the Local Safeguarding Children Board	Report and action plan 'The Protection of Children in England: A progress report' Lord Laming The Government response to the Lord Laming report.	Cllr Mrs Anita M Lewis Comments by 14/10/09 to Contact Officer: Martin Pratt, Assistant Director Specialist Services martin.pratt@centralbedfordshire.gov.uk Tel: 0300 300 4484

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
39.	Annual Performance Report of Adult Social Care for 2008/09 -	To receive a report produced by the Care Quality Commission.	8 December 2009		Available on the Care Quality Commission website	Cllr Mrs Carole Hegley Comments by 14/10/09 to Contact Officer: Julie Ogley, Director of Social Care, Health & Housing julie.ogley@centralbedfordshire.gov.uk Tel: 01462 611221
40.	Statutory Consultation on Holmemead Middle School, Biggleswade -	To give final approval for setting up a Specialist Provision for Children with Autistic Spectrum Disorders at Holmemead Middle School, Biggleswade.	8 December 2009	Statutory Consultees - consultation carried out in April/May 2009 and Statutory Notices published June 2009.	Report	Cllr Mrs Anita M Lewis Comments by 10/11/09 to Contact Officer: Martin Pratt, Assistant Director Specialist Services martin.pratt@centralbedfordshire.gov.uk Tel: 01234 276226
41.	Approval of a Skills Strategy for Central Bedfordshire -	To approve the approach for Central Bedfordshire in influencing and shaping the all age skills agenda to meet local needs and strengthen the local workforce through the targeted use of skills investment.	8 December 2009	Key stakeholders in the transition of the Learning Skills Council including the Young People's Strategic Board and Skills Funding Agency, 16-19 arrangements, EEDA local business interests, Universities and Further Education Colleges.	Report	Cllr Stephen F Male Comments by 10/11/09 to Contact Officer: Roy Waterfield, Assistant Director Leisure and Culture, Libraries, Adult and Community Learning roy.waterfield@centralbedfordshire.gov.uk Tel: 0300 300 4239 Liz Wade, Assistant Director, Economic Growth and Regeneration Liz.wade@centralbedfordshire.gov.uk Tel: 01234 228972

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42.	Draft Budget Report -	To consider the draft budget report	8 December 2009		Report	Cllr Maurice R Jones Comments by 10/11/09 to Contact Officer: Matt Bowmer, Assistant Director Financial Services matt.bowmer@centralbedfordshire.gov.uk uk Tel: 0300 300 4254
43.	Eligibility for payments policy -	To agree the policy which will set out the principles under which services users within Children's Specialist Services may be eligible for payments.	8 December 2009		Report	Cllr Mrs Anita M Lewis Comments by 10/11/09 to Contact Officer: Martin Pratt, Assistant Director Specialist Services martin.pratt@centralbedfordshire.gov.uk Tel: 0300 300 4484
44.	Raising Achievement Policy -	To agree the policy which outlines how resources within the council will be targeted to improve provision in schools and early years settings and raise achievement especially that of children and young people in vulnerable circumstances.	8 December 2009		Report	Cllr Mrs Anita M Lewis Comments by 10/11/09 to Contact Officer: Patrick Shevlin, Assistant Director Learning & Schools patrick.shevlin@centralbedfordshire.gov.uk uk Tel: 0300 300 6821

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
45.	Approval of Economic Participation Programme Investment Strategy 2010/11 -	To approve the priorities and plan to spend the Economic Participation funds for 2010/11 provided by EEDA to support people into employment.	8 December 2009	LSP and Thematic Partnership for Environment and Economy	Report and Draft Investment Strategy	Cllr Ken C Matthews Comments by 10/11/09 to Contact Officer: Sarah Hughes, Head of Regeneration and Skills sarah.hughes@centralbedfordshire.gov.uk Tel: 0300 300 6166
46.	Development of a Uniformed Presence for Central Bedfordshire -	To consider the options available for Central Bedfordshire to undertake enforcement of a range of environmental and community safety legislation (including the Environmental Protection Act (EPA) and Clean Neighbourhoods and Environment Act (CNEA)) and exploring the role that a uniformed team has in that respect.	12 January 2010	Relevant Portfolio Holders Sustainable Communities Overview & Scrutiny Committee	Report	Cllr David McVicar Comments by 10/12/09 to Contact Officer: Jeanette Keyte, Community Safety Manager jeanette.keyte@centralbedfordshire.gov.uk Tel: 0845 849 6252

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
47.	Children's Workforce Development Strategy -	To agree the strategy which sets out how Central Bedfordshire is going to develop the children's workforce locally to create a worldclass workforce.	12 January 2010	Stakeholders and the Children's Trust	Report	Cllr Mrs Anita M Lewis Comments by 10/12/09 to Contact Officer: Patrick Shevlin, Assistant Director Learning & Schools patrick.shevlin@centralbedfordshire.gov.uk tel: 0300 300 6821
48.	Local Development Framework: District Wide Design Guide for Central Bedfordshire -	To approve a new district-wide design guide. The guide will be used to provide clear design guidelines against which planning applications will be determined and is intended to significantly raise the quality of new development.	12 January 2010	Member workshop 10 September 2009 Formal Public Consultation October 2009 for 6 weeks Stakeholder Event October 2009	Report	Cllr Tom Nicols Comments by 10/12/09 to Contact Officer: Fiona Webb, Team Leader, Conservation Project Design fiona.webb@centralbedfordshire.gov.uk Tel: 0300 300 4405
49.	Early Childhood Intervention and Prevention Policy -	To agree the policy which outlines how resources will be used to improve the outcomes of all children, especially the most disadvantaged, by enabling, developing and supporting universal and targeted services, delivered by a range of partners.	12 January 2010		Report	Cllr Mrs Anita M Lewis Comments by 10/12/09 to Contact Officer: Glen Denham, Assistant Director Integrated Services 0-19 glen.denham@centralbedfordshire.gov.uk Tel: 0300 300 6125

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50.	Cultural Strategy -	To agree the strategy which encapsulates the vision for cultural entitlement for all citizens in Central Bedfordshire moving to a strategic commissioning and entitlement model and recognises the cross cutting nature of cultural entitlement.	12 January 2010		Report	Cllr Stephen F Male Comments by 10/12/09 to Contact Officer: Roy Waterfield, Assistant Director Leisure and Culture, Libraries, Adult and Community Learning roy.waterfield@centralbedfordshire.gov.uk Tel: 0300 3004239
51.	Revenue Budget -	Determination of the Revenue Budget for 2010/11.	9 February 2010		Report	Cllr Maurice R Jones Comments by 10/02/10 to Contact Officer: Matt Bowmer, Assistant Director Financial Services matt.bowmer@centralbedfordshire.gov.uk Tel: 0300 300 4254
52.	CCTV Service Options -	To consider options available to move to a common approach to the provision of a CCTV service within Central Bedfordshire.	9 February 2010	Portfolio Holder (Safer and Stronger Communities) Key Stakeholders	Report	Cllr David McVicar Comments by 15/01/10 to Contact Officer: Jeanette Keyte, Community Safety Manager jeanette.keyte@centralbedfordshire.gov.uk Tel: 0845 849 6252

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53.	Flitwick Community Football Development Centre and Flitwick Leisure Centre Redevelopment -	To approve a detailed business case for football development, and an outline business case for the provision of the leisure centre. To award design and build contract for football development.	9 February 2010	Sport England Redborne Upper School Flitwick Eagles Football Club The Football Association Flitwick Town Council meeting with PFH on 16 July 2009 agreed current approach to citing the football facilities.	Report	Cllr Stephen F Male Comments by 10/01/10 to Contact Officer Roy Waterfield, Assistant Director Leisure and Culture, Libraries, Adult and Community Learning roy.waterfield@centralbedfordshire.gov.uk Tel: 0300 300 4239
54.	Property Acquisitions and Disposals Monitoring -	Standing item for key decisions and quarterly basis monitoring and reporting of all property transactions.	9 February 2010	Items will have been reviewed and assessed by the CBC Capital Assets Management Group (CAMG)	Report	Cllr Maurice R Jones Comments by 13/01/10 to Contact Officer: Mark Bassett, Specialist Advisor - Property mark.bassett@centralbedfordshire.gov.uk Tel: 01234 276889 / 07939 038105
55.	Adoption of Policy and Framework for Licensing -	To adopt the Policy and Framework for the Licensing Act 2003 (Alcohol, late night refreshment and regulated entertainment) and Gambling Act 2005 (Betting).	9 March 2010	Licensing Trade Three month period commencing September 2009, meetings, publication on website and in other media.	Report	Cllr David McVicar Comments by 10/02/10 to Contact Officer: Susan Childerhouse, Head of Public Protection (North) susan.childerhouse@centralbedfordshire.gov.uk Tel: 01462 611394

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
56.	Agreement of Statutory Regulatory Service Plans -	To agree the Plans for food law, health & safety and underage sales.	9 March 2010	tbc	Report	Cllr David McVicar Comments by 10/02/10 to Contact Officer: Susan Childerhouse, Head of Public Protection (North) susan.childerhouse@centralbedfordshire.gov.uk Tel: 01462 611394
57.	Agreement of Statutory Community Safety Plans -	To agree the Community Safety Plans and associated plans and strategies including domestic abuse, drugs and alcohol.	9 March 2010	Theamatic Partners Key Stakeholders Responsible Authorities	Report	Cllr David McVicar Comments by 10/02/10 to Contact Officer: Jeanette Keyte, Community Safety Manager jeanette.keyte@centralbedfordshire.gov.uk Tel: 0845 849 6252
58.	Contaminated Land Strategy -	To agree the risk rating for contaminated land sites in Central Bedfordshire and approve the strategy.	9 March 2010	tbc	Report and Strategy	Cllr David McVicar Comments by 10/02/10 to Contact Officer: Susan Childerhouse, Head of Public Protection (North) susan.childerhouse@centralbedfordshire.gov.uk Tel: 01462 611394

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
59.	Play Strategy -	To agree the strategy which will improve the lives of children and young people by delivering high quality and innovative play opportunities and experiences across Central Bedfordshire.	9 March 2010		Report	Cllr Mrs Anita M Lewis Comments by 10/02/10 to Contact Officer: Roy Waterfield, Assistant Director Leisure and Culture, Libraries, Adult and Community Learning roy.waterfield@centralbedfordshire.gov.uk Tel: 0300 300 4239
60.	Child Poverty Strategy -	To agree the strategy which sets out how the Local Authorities and its partners intend to reduce child poverty by 2020. This includes 4 targets (relative low income, material deprivation, absolute poverty and persistent poverty). This includes a needs assessment to describe the characteristics of child and family within Central Bedfordshire and a joint child poverty strategy which will outline the steps and accountability for the Local Authority and partners.	9 March 2010		Report	Cllr Mrs Anita M Lewis Comments by 10/02/10 Glen Denham, Assistant Director Integrated Services 0-19 glen.denham@centralbedfordshire.gov.uk Tel: 0300 300 6125

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61.	Transitions Policy -	To agree the policy which sets out how the Local Authority will work with children transferring from Children's Specialist Services either to service provision within Adult Social Care or to independent adult life to ensure that they are given the support necessary as they move into adulthood.	9 March 2010		Report	Cllr Mrs Anita M Lewis Comments by 10/02/10 to Contact Officer: Martin Pratt, Assistant Director Specialist Services martin.pratt@centralbedfordshire.gov.uk Tel: 0300 300 4484
62.	Safeguarding Policy -	To endorse the policy which sets out the statutory duties of the authority and how we will work with partner agencies locally to ensure that children are safe.	9 March 2010		Report	Cllr Mrs Anita M Lewis Comments by 10/02/10 to Contact Officer: Martin Pratt, Assistant Director Specialist Services martin.pratt@centralbedfordshire.gov.uk Tel: 0300 300 4484

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63.	Child in Need Policy -	To agree the policy which sets out the eligibility criteria for services based on the levels of need of children and their families. It responds to the statutory duties to support children in need.	9 March 2010		None.	<p>Clr Mrs Anita M Lewis Comments by 10/02/10 to Contact Officer: Martin Pratt, Assistant Director Specialist Services martin.pratt@centralbedfordshire.gov.uk Tel: 0300 300 4484</p>
64.	Looked After Children and Young People Policy -	To agree the policy which responds to the statutory duties for the local authority in line with the Children Act 1989, the Children and Young Persons Act 2008 and the Leaving Care Act 2000.	9 March 2010		Report	<p>Clr Mrs Anita M Lewis Comments by 10/02/10 to Contact Officer: Martin Pratt, Assistant Director Specialist Services martin.pratt@centralbedfordshire.gov.uk Tel: 0300 300 4484</p>
65.	Fostering Policy -	To agree the policy which sets out what as an authority we will do to ensure that children who become looked after are matched where possible to an in-house foster carer and how we will support fostering arrangements.	9 March 2010		Report	<p>Clr Mrs Anita M Lewis Comments by 10/02/10 to Contact Officer: Martin Pratt, Assistant Director Specialist Services martin.pratt@centralbedfordshire.gov.uk Tel: 0300 300 4484</p>

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66.	Adoption Policy -	To agree the policy which sets out our relation to adoption and how as an authority we will discharge those functions in relation to matching children to suitable prospective adopters and supporting those arrangements.	9 March 2010		Report	Cllr Mrs Anita M Lewis Comments by 10/02/10 to Contact Officer: Martin Pratt, Assistant Director Specialist Services martin.pratt@centralbedfordshire.gov.uk Tel: 0300 300 4484
67.	Private Fostering Policy -	To agree the policy which sets out how we will safeguard children who are in Private Fostering arrangements and how we will support these arrangements.	9 March 2010		Report	Cllr Mrs Anita M Lewis Comments by 10/02/10 to Contact Officer: Martin Pratt, Assistant Director Specialist Services martin.pratt@centralbedfordshire.gov.uk Tel: 0300 300 4484
68.	Children Missing Education Policy -	To agree the policy which sets out how the local authority will meet its statutory duties relating to the provision of education and to safeguarding and promoting the welfare of children.	9 March 2010		Report	Cllr Mrs Anita M Lewis Comments by 10/02/10 to Contact Officer: Patrick Shevlin, Assistant Director Learning & Schools patrick.shevlin@centralbedfordshire.gov.uk Tel: 0300 300 6821

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69.	Private Fostering Policy -	To agree the policy which sets out how we will safeguard children who are in Private Fostering arrangements and how we will support these arrangements.	9 March 2010		Report	Cllr Mrs Anita M Lewis Comments by 10/02/10 to Contact Officer: Martin Pratt, Assistant Director Specialist Services martin.pratt@centralbedfordshire.gov.uk Tel: 0300 300 4484
70.	Children Missing Education Policy -	To agree the policy which sets out how the local authority will meet its statutory duties relating to the provision of education and to safeguarding and promoting the welfare of children.	9 March 2010		Report	Cllr Mrs Anita M Lewis Comments by 10/02/10 to Contact Officer: Patrick Shevlin, Assistant Director Learning & Schools patrick.shevlin@centralbedfordshire.gov.uk Tel: 0300 300 6821

Postal address for Contact Officers: Central Bedfordshire Council, Priory House, Monks Walk, Chicksands, Shefford SG17 5TQ

**Central Bedfordshire Council
Forward Plan of Decisions on Key Issues**

The following table sets out the dates on which the Central Bedfordshire Council Forward Plan will be published in 2009/10:

Date of Publication	Period of Plan
08.05.09	1 June 2009 – 31 May 2010
15.06.09	1 July 2009 – 30 June 2010
15.07.09	1 August 2009 – 31 July 2010
13.08.09	1 September 2009 – 31 August 2010
10.09.09	1 October 2009 – 30 September 2010
08.10.09	1 November 2009 – 31 October 2010
05.11.09	1 December 2009 – 30 November 2010
03.12.09	1 January – 31 December 2010
07.01.10	1 February 2010 – 31 January 2011
04.02.10	1 March 2010 – 28 February 2011
04.03.10	1 April 2010 – 31 March 2011
31.03.10	1 May 2010 – 30 April 2011