

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



please ask for Martha Clampitt
direct line 01462 611032
date 13 November 2009

NOTICE OF MEETING

BUSINESS TRANSFORMATION OVERVIEW & SCRUTINY COMMITTEE

Date & Time

Monday, 23 November 2009 at 10.00 a.m.

Venue at

Room 15, Priory House, Monks Walk, Shefford

Richard Carr
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. **CHAIRMAN'S ANNOUNCEMENTS AND COMMUNICATIONS**

If any

3. **MINUTES**

To approve as a correct record the Minutes of the meeting of the Business Transformation Committee held on 26 October 2009.

(previously circulated)

4. **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.

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	Quarter 2 Performance Report The report highlights the Quarter 2 performance for the Department.	* 1 - 4
10	Quarter 2 Budget Management Report The report sets out the Budget Management position as at September.	* 5 - 22
11	Review of Support of Third Sector Organisations To receive a presentation regarding proposals to review support to Third Sector organisations.	*
12	The Draft Single Equality & Diversity Scheme 2010 - 2013 The purpose of this report is to ratify the comments and recommendations arising from consideration of the Draft Single Equality & Diversity Scheme at this Committee's last meeting.	* 23 - 28
13	Work Programme The report provides Members with details of the currently drafted work programme.	* 29 - 34

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Meeting: Business Transformation Overview and Scrutiny Committee
Date: 23 November 2009
Subject: Quarter 2 Performance Report
Report of: Portfolio Holder for Business Transformation
Summary: The report highlights the Quarter 2 performance for the Department

Contact Officer: Ian Porter, AD Policy, Partnerships & Performance
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

The Quarterly Performance Report underpins the delivery of the Council's Priorities

Financial:

None directly but there are issues relating to Council Tax collection

Legal:

None

Risk Management:

Areas of ongoing underperformance are a risk to both service delivery and the reputation of the Council

Staffing (including Trades Unions):

None

Equalities/Human Rights:

It is important that consideration is given to all our Central Bedfordshire communities when considering public facing performance indicators – particularly vulnerable groups.

Community Safety:

None

Sustainability:

The CO2 reduction for CBC is contained within the report.

RECOMMENDATIONS:

1. that the Committee notes and considers this report
2. that the Committee considers any issues from this report that could form part of their work programme

Introduction

1. The Council's framework for performance management supports the delivery of the Council's priorities. Those indicators that have been identified as 'critical' now form the quarterly corporate performance suite – included at Appendix A.
2. This is the second Quarterly Performance Report for Central Bedfordshire Council. The Budget Monitoring Report will be presented to the Committee at the same time as this Quarterly Performance Report to provide a better link between performance and finance issues.

Quarter 1 – Key Messages

3. As this is only the second Performance Report for Central Bedfordshire, work is still on going to ensure that we can accurately report on all of the indicators quarterly.

Conclusion and Next Steps

4. The Committee is asked to note and consider this report.
5. The Committee is also asked to consider any issues from this report that could form part of its work programme.

Appendices:

Appendix A – (Quarter 2 Performance Report)

Business Transformation

Director : Richard Ellis

Portfolio Holder for Business Transformation - Cllr Richard Stay

Indicators	Linked to LAA	Unit	Good is	Outturn 08/09	Quarter 1 June 09	Quarter 2 Sept 09	Year to Date	Performance Judgement (Q compared with Q)	Target 09/10	Comments
NI 14 - Reducing Avoidable Contact	No	No.	Low	NA	NA	NA	-	-	NT	This is an annual indicator and no evidence has been captured in Q2. A framework for collection will be discussed and implemented through Q3 to ensure accurate and actionable data is collected across all service areas
% first point resolution by Customer Service Centres	No	%	High	NA	NA	NA	-	-	NT	Without CRM system a manual process is being developed
% of incoming calls handled via contact centre	No	%	High	NA	NA	159,595 telephone calls offered, 13,839 face to face 2,640 e-mails	-	-	NT	Investigation with IT as to how to gather data on all incoming calls excluding duplication where calls are transferred from Customer Service to other areas
Mystery Shopper - Customer Satisfaction measures	No	%	High	NA	NA	NA	-	-	NT	The first mystery shopping exercise will commence at the end of the year
% of council tax that has been collected	No	%	High	NA	94.6	95	-	Off track	97%	<p>The quarter 2 figure is based on the amount of council tax due (assuming 100% collection) that has actually been collected after 6 months of the 10 month collecting period. The cash value of the difference between the quarter 2 figure and our 97% target equates to a shortfall of £1.6m.</p> <p>Revenues and Benefits are going to undertake a complete review of all the debts that our bailiffs have been instructed to collect, in order to ensure that they are actively pursuing the debts. This will help to ensure that the debts are being worked on and that any that the bailiff has been unsuccessful in collecting are returned to us as soon as possible for further action.</p> <p>Additionally, in conjunction with Communications, a campaign to increase direct debit take up in the new year is being planned. The more people we can get onto direct debit the more chance we have of people paying on time.</p> <p>In reality there is not much more we can do in the short term as our revenues system will be closed down for a period of about 4 weeks from mid November to mid December, due to the conversion of the ex South Beds Revenue & Benefits data onto the Civica Open Revenue</p>
CO2 reduction from CBC	Yes	%	High	NA	NA	2%	-	-	NT	The actual CO2 reduction is calculated annually for the Council. Percentage reductions reported reflect the anticipated cumulative savings from carbon reduction measures agreed in this quarter. This PI will be reported to our Auditors on an annual basis.

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Meeting: Business Transformation Overview and Scrutiny Committee
Date: 23 November 2009
Subject: Quarter 2 Budget Management Report
Report of: Portfolio Holder for Business Transformation
Summary: The report sets out the Budget Management position as at September

Contact Officer: Director of Business Transformation
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

Financial:

The Financial implications are set out in the report

Legal:

None

Risk Management:

The Director is assessing the risks of the detailed actions from Appendix D on Council Services

Staffing (including Trades Unions):

None

Equalities/Human Rights:

The effect of any proposed efficiency savings will need to be considered as part of the Equality Impact Assessments particularly in identified high risk areas.

Community Safety:

None

Sustainability:

None

RECOMMENDATIONS:

1. that the Committee notes and considers this report
2. that the Committee considers any issues from this report that could form part of their work programme

Introduction

1. The report sets out the financial position as at the end of September 2009 and the forecast position at year end. Table A shows the net revenue position.
2. Members are aware that this is a relatively high risk budget as it is the first one produced by Central Bedfordshire and it is for this reason that robust monitoring has been in place since day one. The Quarterly Performance Report will be presented to the Committee at the same time as this Budget Management Report to provide a better link between performance and finance issues.

Quarter 2 – Key Messages

3. The net revenue position as at September is £162k overspend. Work is continuing on the Directorate Action Plans to address the overspend.

Conclusion and Next Steps

4. The Committee is asked to note and consider this report.
5. The Committee is also asked to consider any issues from this report that could form part of its work programme.

Appendices:

Appendix A – (September Budget Management Report)

FINAL

Date 22 Oct 2009

SUBJECT:	Budget Management Report for the period as at 30th September 2009
REPORT AUTHOR:	Finance Manager on behalf of Director of Business Transformation
PURPOSE:	To provide information on the budget position at 30 th September 2009 to enable decisions to be taken on resource allocation and service delivery.
RECOMMENDATIONS:	<p>The Service Management Team/Portfolio Holder/Executive is recommended to:</p> <ul style="list-style-type: none"> a) Note the latest budget projections for the year and the associated service implications. b) Agree to any management actions proposed at paragraphs 4.3(c),4.4(c), 4.5 (c), 4.6(c), and 10.2(d) and determine whether any other changes to service provision need to be made in the light of these. c) Note budget virements since last report.

1.0 Introduction

1.1 The report sets out the financial position to 30th September 2009 and the latest forecast position at year end. Table A shows the net revenue position, Table B shows the revenue movements since the previous report and Table C the capital position.

2.0 Executive Summary Revenue

2.1 The full year forecast position for Business Transformation is £162k over budget. This is a decrease of £34k since the position reported last month. The key reasons for the forecast overspend are a £489k over spend against Agency staff costs due to temporary staff covering vacant posts and additional temporary staff required to cover DWP grant funded work, an £185k over spend against the Registrars income budget due a reduction in anticipated recharge income and a £13k over spend against the AD Policy Partnership and Performance supplies and services budget. These overspends have been offset by an £128k under spend against the staff cost budget due to a number of posts being vacant during the financial year to date, a £45k under spend against the AD Communication Supplies and Services budget partly due to the inclusion of savings measures and a £326k under spend against the Customer Accounts budget due to the receipt of £203k additional Administrative Subsidy and £117k additional DWP grant funding. Further under spends includes £26k against the Coroners income budget due to an increase in recharge income in line with an increase in expenditure.

3.0 Executive Summary Capital

- 3.1 The forecast capital position at the year end is currently showing a forecast under spend of £701k. This under spend includes £697k against the 'LPSA and LAA grant payout', which represents 2008/09 Programme slippage against the LPSA reward grant. There is currently no forecast against this project as the Partnership Manager must first advise the Local Strategic Partnership of the availability of this funding and put forward an agreed spending plan.

4.1 Table A – Revenue Actuals to date and Forecast year End Position

		Annual Budget A	Profiled Budget B	Actual to Date C	Corrections Payroll D	Corrections Precepts Income E	Actual Variance C+D+E-B	Forecast Outturn F	Forecast Variance F + G - A	Proposed Transfers to and from Reserves I	Final Forecast Variance H+I+J+K
		£000	£000	£000			£000	£000	£000	£000	£000
Business Transformation											
Director Business Transformation	Income	-	-	-			-	-	-		-
	Expenditure	242	121	119	(8)		(10)	242			
	Net Inc/Exp	242	121	119	(8)		(10)	242			
Sub Total Dir Business Transformation		242	121	119	(8)		(10)	242			
Assistant Director Communications	Income	-	-	0			-	-			
	Expenditure	145	73	70			(3)	144	(2)		(2)
	Net Inc/Exp	145	73	70			(3)	144	(2)		(2)
Corporate Communications	Income	-	-	-			-	-			
	Expenditure	320	160	135			(25)	305	(15)		(15)
	Net Inc/Exp	320	160	135			(25)	305	(15)		(15)
Brand and Channel Management	Income	-	-	-			-	-			
	Expenditure	320	160	132			(28)	313	(7)		(7)
	Net Inc/Exp	320	160	132			-28	313	(7)		(7)
Sub Total Communications		785	393	337			(56)	762	(23)		(23)
AD Business Transformation Prog Mgmt	Income	-	-	-			-	-			
	Expenditure	181	91	263	(176)		(4)	181			
	Net Inc/Exp	181	91	263	(176)		(4)	181	0		0
IBS Project	Income	-	-	-			-	-			
	Expenditure	-	-	10			10	-			
	Net Inc/Exp	-	-	10			10	-			
Business Transformation Programme	Income	-	-	-			-	-			
	Expenditure	-	-	315	-73		242	1,247	1,247	1,247	
	Net Inc/Exp	-	-	315	(73)		242	1,247	1,247	1,247	
Total Place	Income	-	-	(250)			(250)	-			
	Expenditure	-	-	39			39	-			
	Net Inc/Exp	-	-	(211)			(211)	-			
Customer Services	Income	(49)	(25)	(25)			-	(49)			
	Expenditure	2,111	1,055	809	227		(20)	2,099	(12)		(12)
	Net Inc/Exp	2,062	1,031	784	227		(20)	2,049	(12)		(12)
Customer Accounts	Income	(57,001)	(28,501)	(34,396)			(5,895)	(66,085)	(9,084)		(9,084)
	Expenditure	57,195	28,598	33,383			4,785	66,309	9,114	89	9,025
	Net Inc/Exp	194	97	(1,013)			(1,110)	224	30	89	(59)
Revenue Management	Income	(710)	(355)	(2,518)			(2,163)	(710)			
	Expenditure	1,469	734	926	-43		148	1,606	137		137
	Net Inc/Exp	759	379	(1,592)	(43)		(2,015)	896	137		137
Registrar and Coronor Service	Income	(1,137)	(569)	(490)			79	(978)	159		159
	Expenditure	1,236	618	705			87	1,360	123		123
	Net Inc/Exp	99	50	215			165	382	283		283
Sub Total Business Transformation and Customer Service		3,295	1,647	-1,230	(65)		(2,942)	4,979	1,684	1,336	348
AD Policy Partnership and Performance	Income	-	-	-			-	-			
	Expenditure	133	66	80			14	157	25		25
	Net Inc/Exp	133	66	80			14	157	25		25
Policy	Income	-	-	(2)			(2)	(2)	(2)		(2)
	Expenditure	636	318	271			(47)	648	13	13	(1)
	Net Inc/Exp	636	318	269			(49)	647	11	13	(2)
Partnership and Community Engagement	Income	(170)	(85)	(85)			-	(170)			
	Expenditure	1,108	554	483			(71)	1,134	26	78	(52)
	Net Inc/Exp	938	469	398			(71)	964	26	78	(52)
Local Area Agreement	Income	(10,202)	(5,101)	(4,944)			157	(10,202)			
	Expenditure	10,202	5,101	8,703		(3,759)	(157)	10,202			
	Net Inc/Exp	-	-	3,759		(3,759)	(0)	-			
Performance Management	Income	(318)	(159)	(158)			1	(318)			
	Expenditure	746	373	256			(117)	612	(133)		(133)
	Net Inc/Exp	428	214	97			(117)	294	(133)		(133)
Sub Total Policy Partnership and Performance		2,134	1,067	4,604		(3,759)	(223)	2,063	(72)	91	(163)
Total Business Transformation		6,456	3,228	3,830	(73)	(3,759)	(3,230)	8,045	1,589	1,427	162

4.2 Table B – Movement on Forecast Year End Position (to previous month).

	Previous Forecast Variance (Sep) £000	Current Forecast Variance (Oct) £000	Movement £000	Comments
Director Business Transformation	(2)	0	2	Movement due to a £2k increase in the staff cost forecast
Sub Total Dir Business Transformation	(2)	-	2	
Assistant Director Communications	(1)	(2)	(0)	Movement due to a £10k reduction in the forecast for the production of the annual council advise leaflet and a £4k reduction in the forecast for subscriptions. These reductions are included in the Business Transformation Saving Measure Action Plan. Movement due to a £5k reduction in the Professional Services forecast, a £3k reduction in the staff advertising forecast and a £3k reduction in the staff cost forecast. These reductions are offset by a £5k increase in the training forecast and a £1k increase in the forecast for subscriptions.
Corporate Communications	(2)	(15)	(13)	
Brand and Channel Management	(2)	(7)	(5)	
Sub Total Communications	(6)	(23)	(17)	
AD Business Transformation Prog Mgmt	(1)	-	1	Movement due to a £1k increase in the staff cost forecast
Business Transformation Programme	-	-	-	
Total Place	-	-	-	
Customer Services	(19)	(12)	7	Movement due to a reduction in salary costs due to part year vacancy savings £18k, and £25k increase in agency costs covering vacant posts.
Customer Accounts	(60)	(59)	0	
Revenue Management	139	137	(3)	Movement due to a reduction in car mileage forecast.
Registrar and Coronor Service	284	283	(1)	Movement due to a £1k reduction in the staff cost forecast
Sub Total Business Transformation and Customer Service	344	348	4	
AD Policy Partnership and Performance	25	25	0	
Policy	(1)	(2)	(2)	Movement due to a £3k reduction in forecast for staff costs offset by a £1k increase in forecast for printing and stationery costs and Computer costs.
Partnership and Community Engagement	(45)	(52)	(7)	Movement due to an £8k reduction in the external venue hire forecast, offset by a £1k increase in the forecast for Computer costs. The £8k reduction in the external venue hire forecast is included as a savings measure in the Business Transformation Savings Measures Action Plan.
Performance Management	(119)	(133)	(14)	Movement due a £20k increase in budget following to virement from Contingency to cover unbudgeted costs associated with the maintenance of the Performance Management System. This reduction has been offset by an increase of £2k in the forecast for professional services and £4k in the forecast for staff costs.
Sub Total Policy Partnership and Performance	(140)	(163)	(23)	
Total Business Transformation	196	162	(34)	

4.3 Detailed Commentary for Director, Business Transformation

The Director, Business Transformation has a year under spend of £10k against a budget to date of £121k and currently anticipates a breakeven position at the year end.

- (a) Variances over £50k – None reported
- (b) Service Implications - None reported
- (c) Management Actions - With the assistance of Finance staff, the Budget Manager to undertake a forecast review in time for the October budget monitoring report.

4.4 Detailed Commentary for AD Communications

AD Communications has a year to date under spend of £56k against a budget of £393k and currently anticipates a £23k forecast under spend against a budget of £785k at the financial year end. The forecast position reflects a £35k under spend against the staff cost budget offset by a £56k over spend against the Agency staff budget, giving a net staff cost over spend of £21k. The pressures against the staff cost budget are primarily due to the forecast being based on the assumption that all posts will be filled throughout the financial year, whereas the budget incorporates a vacancy factor reduction of 5%, in addition, some specific posts are underfunded. This over spend against total staff costs is mitigated by a £45k forecast under spend against the Supplies and Services budget. This under spend includes saving measures amounting to £14k which relate to reduced costs of £10k associated with the production and distribution of the council tax leaflet and reduced costs of £4k associated with journals and subscriptions.

- (a) Variances over £50k – none reported.
- (b) Service Implications. Being a small manpower intensive team, AD Communication has made the decision that it would not be feasible for the Communications team to function effectively and to meet business requirements if vacant posts were left unfilled. Consequently, the forecast over spend against the staff costs budget has been mitigated by a reduction in planned expenditure against the supplies and services budget. This will however not easily be achieved and will have to be monitored on a monthly basis.
- (c) Management Actions. With the assistance of finance staff, the budget manager should review the forecast on a monthly basis and noting the £56k year to date under against the supplies and services budget determine whether the current under spend should be increased for the October monitoring report.

4.5 Detailed Commentary for AD Business Transformation and Customer Service

The AD Business Transformation and Programme Management has a year to date under spend of £2,942k which increases to a forecast overspend position of £348k at the year end. The key reasons for the forecast over spend are:

- A £131k over spend against the staff cost budget due to the Directorate being unable to achieve the total vacancy saving and some posts being under funded

- A £390k over spend against the Agency staff budget due to vacant post being filled by temporary staff and additional temporary staff required to undertake DWP funded work
- A £185k over spend against the Registrars income budget due to a reduction in anticipated recharge income. This is a result of the income budget being overstated
- A £326k under spend against the Customer Accounts budget resulting from the receipt of an additional £203k Administrative Subsidy and an additional £117k DWP grant to provide the additional resources for economic climate issues
- A £6k decrease in the forecast against budget for Customer Accounts Supplies and Services general expenditure
- A £26k under spend against the Coroners income budget due to an increase in recharge income in line with an increase in expenditure.

The key reasons for the year to date under spend are:

- A £168k over spend against the staff cost budget
- A £3,110k under spend against the income and supplies and services budgets due to two large receipts, a receipt of £2,154k NNDR3 2008/09 balance for Mid Beds, which is to be journalled to a balance sheet control account once set up, and a receipt of £33,016k against a year to date budget of £27,281k, (variance £5,735k), due to the Housing Benefit Subsidy being higher than anticipated at budget time, to the end of year. This is largely offset by an increase in Housing Benefit payments (£4,427k). Any surplus/deficit will be managed through the Housing Benefit Subsidy reserve at the end of the year.

The year to date under spend highlights a requirement for continuous monitoring and forecast review.

- (a) Variances over £50k. A year to date under spend of £2,942k as detailed above.
- (b) Service Implications. None reported.
- (c) Management Actions. Budget Managers with the assistance of Finance staff to review their forecast in preparation for the October budget monitoring report. Finance and HR to address the pay mis-bookings issue.

4.6 Detailed Commentary for AD Policy, Partnership and Performance

AD Policy, Partnership and Performance have a year to date positive variance of £223k against a budget to date of £1,067k. Following the application of the reserves detailed at paragraph 8, this variance reduces to a year end under spend of £163k against a budget of £2,096k which indicates an increase in expenditure levels during the remaining 6 months of the financial year.

The year to date under spend of £223k can be split between a £153k under spend against the staff cost budget resulting from the existence of 9 vacant posts at the beginning of the financial year reducing to a current vacancy level of 4 posts, a £12k overspend against the Agency staff cost budget due to temporary staff filling some of the vacant posts and an £82k under spend against the remainder of the Supplies and Services budget.

The year end under spend of £163k can be split between a £219k forecast under spend against the staff cost budget resulting from all but 2 of the 9 vacancies that existed at the start of the financial year gradually being filled before the end of the financial year, a £42k over spend against Agency staff budget due to some of the post being filled by agency personnel and a £14k over spend against the remainder of the Supplies and Service budget. This £14k over spend has reduced from the £39k reported in September due to a £20k budget transfer from finance contingency to cover costs associated with the Performance Management software used for the Comprehensive Area Assessment (CAA).

It should be noted that the 2 posts that are to remain vacant to the end of the financial year have been frozen as a savings measure and will generate savings of approximately £97k. A further saving of £8k has been generated by a reduction in the planned use of external venue hire by the Partnership and Community Engagement team. Both these measure are incorporated into the current forecast.

The movement between the year to date £82k under spend and the forecast £14k over spend against the Supplies and Services budget is due to planned expenditure of £47k for the Policy team and £118k for the Partnership and Community Engagement team falling into the second half of the financial year. Policy forecast expenditure relates to professional services costs associated with Climate Change, Equality and Diversity and Overview and Scrutiny. Partnership and Community Engagement forecast expenditure includes professional services costs associated with Community Engagement Projects and printing and stationery/hospitality costs associated with planned partnership events. In addition, there is a further £47k of planned expenditure for the Performance team which relates to professional services costs associated with the Performance Management software which also falls into the second half of the financial year.

- (a) Variances over £50k. A year to date under spend of £223k and a forecast under spend of £163k. The reasons for these are detailed above.
- (b) Service Implications. The forecast position for 2009/10 is due to the existence of a number of vacant posts at the start of the financial year and, with the exception of two posts gradually being filled throughout the financial year therefore enabling AD Policy, Partnership and Performance to remain within budget. This strategy will however be difficult to sustain in 2010/11 once all vacant posts have been filled.
- (c) Management Actions. Continued monthly review of the forecast is necessary to ensure that the forecast position remains realistic and to ensure that the high level of expenditure planned for the second half of the financial year remains on track to be completed before year end.

5.0 Revenue Virement Requests

- 5.1 There are currently no proposed virements over £100k to report. A table detailing the virements and technical adjustments processed during the financial year to date can be found at Appendix B.

6.0 Key Risks and Cost Drivers

- 6.1 **Key Risk - Pay Costs.** The inclusion of a 5% budget reduction for a vacancy factor together with harmonisation issues associated with 3 Councils merging into one, have resulted in a risk of our pay cost budget not being sufficient to meet forecast demand. It is therefore imperative that budget managers with the assistance of Finance Support staff carefully monitor staff costs and identify any shortfall that cannot be mitigated within the Service Areas.

7.0 Achieving Efficiency Savings

Savings Measures identified within the Directorate together with a year to date progress report can be found at Appendix D.

8.0 Reserves Position

Reserves currently earmarked for transfer into the Directorate include:

- A £13,200 Mid Beds Council Earmarked Reserve transfer to AD Policy, Partnership and Performance. The funding is to cover Climate Change policy work that is to be undertaken in 2009/10 and due to LGR was not completed in 2008/09.
- A £73,000 South Beds Council Earmarked Reserve transfer to AD Policy, Partnership and Performance. This funding is to cover the cost of a Sustainable Neighbourhood Manager post and other costs associated with the provision of this service.
- A £5,000 Beds County Council Earmarked Reserve transfer to AD Policy, Partnership and Performance. This funding is to cover costs associated with the completion of a Multi Area Agreement feasibility study which was started in 2008/09.
- An £89,000 transfer from reserves for Housing Benefit Subsidy.

It should be noted that the first three reserve transfers detailed above are subject to external audit and may therefore be subject to change.

The Business Transformation Programme will be funded from an Earmarked Reserve. The current forecast is £1,247k.

9.0 Carry forward Requests

None to Report

10.0 Detailed Capital Analysis

10.1 Table C – Capital Actuals to date and Forecast Year End position

Title	2009/10 Gross Budget	Earmarked Funding	2009/10 Net Budget	SAP expenditure to date	Net Forecast	Expenditure Slippage to 2010/11	Brief Description of Scheme	Narrative
	£000s	£000s	£000s	£000s	£000s	£000s		
Istop Kiosks	40	0	40	28	35	5	Commissioned by the Transitional Task Force for Community Engagement, this is a pilot of 11 kiosks that provide access to the Job Centre Plus and Central Bedfordshire web site from retail outlets across the district. Was part of the Central Bedfordshire Bid proposals.	£5k slippage to be rolled forward into next year to fund scheme expansion.
Points of Presence	50	0	50	0	50	0	Dunstable reception area refurbishment.	The work on Dunstable reception area is complete but the Customer Service Centres require a refresh of their general decoration and this budget allocation will be used to bring them up to standard.
Carbon Management	10	10	0	0	0	0	CRED the community awareness project was put on hold so Central Bedfordshire LSP Carbon Reduction Working Group and the Director of Business Transformation have given full support to a community carbon reduction project based around providing a community carbon zapcarbon website and energy efficiency meters. This will contribute to NI 186 in the LAA and raise awareness of domestic energy efficiency/carbon reduction.	33% discount secured from Zap Carbon for placing order by 31August 2009 following consultation with Richard Ellis. Energy efficiency meters to be bought from E-on with CERT discount.
Mid & South Beds T-Government Partnership - Call Recording and Workforce Management	110	0	110	0	183	0	To acquire Contact Centre Voice Recording and Workforce Management to enable the contact centre to provide customer services to the citizens of Central Bedfordshire.	Re-phasing of the T-Gov Partnership and Partnership of Bedfordshire District Councils schemes. PID approved by Executive 21 Sept.
Partnership of Beds District Councils - BTS switchboard software and wall boards.	54	0	54	0	67	0	To acquire switchboard software and wall boards to enable the contact centre to function.	Re-phasing of the T-Gov Partnership and Partnership of Bedfordshire District Councils schemes. PID approved by Executive 21 Sept.
EDRMS	40	0	40	0	40	30	DIP System (EDRMS)	Part funding for procurement of ECM. Bal of £29,600 will need to be carried forward for future implementation of business improvement using ECM and workflow.
Safer Stronger Communities Fund Capital Grant	0	0	0	0	0	0	Grant funding received annually from the Home Office for Safer Stronger Communities Capital projects. Funding managed by the Partnership and Community Engagement team.	The Partnership and Community Engagement team are currently working with the Community Safety Team to formulate a spending plan for 2009/10. Once this has been agreed and finalised, a PID and Business case will be written. It should be noted that the grant must be spend in year or returned to the Home Office.
Performance Management System	0	0	0	0	90	0	New System for CAA Performance Management with plans to procure in either 2009/10 or 20010/11.	Outline Business Case in preparation.
TOTAL Business Transformation	304	10	294	28	465	35		
Slippages from 2008/09								
LPSA & LAA Grant Payout	697	697	0	0	0	0	Residual LPSA capital grant funding received in 2006/07 and 2008/09	Proposed spending plan to be requested from LSP.
DIP System (EDRMs)	30	0	30	0	0	0	To fund the procurement and development of workflows in directorates.	To be carried forward for future implementation of business improvement using ECM and workflow.
Total Slippages	727	697	30	0	0	0		
TOTAL Business Transformation including Slippages	1,031	707	324	28	465	35		

10.2 Detailed Commentary on Capital

- (a) Variances over £50k – The LPSA and LAA grant payout, which represents 2008/09 Programme slippage against the LPSA reward grant, is currently showing a forecast under spend of £697k. The Partnership Manager plans to advise the LSP of the funding that is available so that a spending plan can be formulated.
- (b) A new capital project for Call Recording and Workforce Management has been approved. This will be funded from slippage in the T-Gov Partnership capital scheme
- (c) Service Implications - None reported
- (d) Management Actions. Budget Managers with the assistance of Finance staff to undertake a monthly reviews of their capital forecasts.

11.0 Workforce Data

The following table details workforce data for the Business Transformation as at 1st October 2009.

Business Transformation	Budget FTE	Establishment FTE (exc casuals)	FTE (exc casuals)	Variance vs Budget	Est	Variance Actual vs Budget
Communications	16	15.24	12.24	-0.76		-3.76
Customer Service & BT (Transitional Funding)	189	206.93	178.93	17.93	0.00	-10.07
(Invest to Save)				0.00	0.00	0.00
PP & P	34	38.32	28.32	4.32		-5.68
BT Director & Misc	2	2.00	2.00	0.00		0.00
	241	262.49	221.49	21.49		-19.51

Notes

Budget FTE are the figures approved in Feb 09 and do not reflect any adjustments agreed subsequently to numbers of posts.

Establishment is the number of posts currently shown on SAP

Actual FTE - is the headcount recorded in SAP as at 31 August 09

12 Aged Debt Analysis

Business Transformation does not currently have any Aged Debts greater than 60 days to report. A breakdown by Directorate of Aged debt less than 60 days is still being analysed and is not yet available to report by service area.

13 Payments Indicator

Data will be available for the October report.

14 List of Appendices

Appendix A - Overall Revenue Position for Central Bedfordshire Council by Directorate

Appendix B - Details of Technical Adjustments and Virements

Appendix C- Overall Capital Position for Central Bedfordshire by Directorate

Appendix D- Business Transformation Savings Measures

Profit Centre Groups	Director	Original Budget	Annual Budget	Profiled Budget to date	Actual to date	Variance	Adjusted Forecast Outturn	Forecast Variance	Non Discretionary Carry Forwards/provisions	Revised Forecast Variance	Proposed Transfer to reserves/provisions	Forecast Variance after proposed new reserves.
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
200	Business Transformation	6,340	6,456	3,228	-2	-3,230	8,045	1,589		1,589	-1,427	162
100	Chief Executive	309	309	155	588	433	309	0		0		0
400	Children, Families & Schools (excluding schools)	38,925	37,985	18,992	18,553	-439	40,916	2,931		2,931		2,931
7800	Corporate Costs	14,713	14,587	7,293	6,626	-667	14,504	-83		-83		-83
700	Corporate Resources (Excluding 7800 Corporate Costs)	19,546	19,812	9,906	14,883	4,977	20,433	621		621	-52	569
500	SCH&H	46,651	46,651	23,326	24,353	1,027	51,478	4,827		4,827		4,827
600	Sustainable Communities	39,355	39,335	19,667	20,356	689	39,518	183		183		183
2002	Transitional Costs	0	4,600	2,300	4,023	1,723	4,600	0		0		0
	TOTAL Excluding Schools	165,839	169,735	84,867	89,380	4,513	179,803	10,068	0	10,068	-1,479	8,589
4600,4650, 4700, 4750, 4800, 4850,443430, 443520, 443530, 443540	Schools only	0	908	461	144	-317	908	0		0		0
	Total	165,839	170,643	85,328	89,524	4,196	180,711	10,068	0	10,068	-1,479	8,589

Technical Adjustments/Virements for Business Transformation

Appendix B

PC	Description	2009/10 Opening Budget	2009/10		2009/10		2009/10		2009/10		2009/10		2009/10		2009/10		Closing Budget
			Apr/May	Apr/May	Apr/May	Apr/May	Apr/May	Apr/May	Jun	Jun	Aug	Aug	Sep	Sep	Sep	Aug-09	
			Ref No 1	Ref No 8	Ref No 14	Ref No 19	Ref No 20	Ref No 35	Ref No 35a	36	36a	40	41	43			
			P	P	P	P	P	P	P	T	P	T	T	P			
		£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
200000	Director Business Transformation	232607				6000	3000										241607
210000	Assistant Director Communication	125607				-1000		20674									145281
211000	Corporate Communications	360548						-40748									319800
212000	Brand & Channel Management	299870						20074									319944
220000	AD Business Transf & Customer Svs	133058		53170		-5000											181228
221000	Bus.Trans.Programme Management	0															0
221100	EDRMS	0															0
222000	Customer Services	2187277		-26932						-20149		-53109.99	-25266.26				2061819.75
223000	Customer Accounts	203771		-9820													193951
224000	Revenues	718028		-12280								53109.99					758857.99
224490	Card payment surcharges	0															0
225100	Registrars	-110218		-2782													-113000
225200	Coroners	213399		-1356													212043
230000	AD Policy Partnerships and Performance	135540					-3000										132540
231000	Policy	527228			90000									18700			635928
232000	Partnership, Community Engagement	841631	76100						20400								938131
232100	Local Area Agreement	0															0
233000	Performance management	471447	-76100								12500			20000			427847
Total		6339793	0	0	90000	0	0	0	20400	-20149	12500	0	-25266.26	38700			6455977.74

Note

This table only includes virements/technical adjustments between service areas.

Detail

- Ref No 1 - To re-align budget between AD Policy Partnership and Performance profit centres
- Ref No 8 - To transfer the training budget to the AD Profit Centre
- Ref No 14 - To transfer contingency budget to Policy to cover subscriptions omitted from the original budget process
- Ref No 19 - To transfer some of the Business Transformation AD's training budget into the Business Transformation Directorate's Conference budget
- Ref No 20 - To transfer some of the AD Policy Partnership and Performance training budget into the Business Transformation Directorate's conference budget
- Ref No 35 - To re-align the Communications budgets
- Ref -No 35a - Transfer of Volunteer and Community Action budget from Sustainable Communities to the Partnership team.
- Ref No 36 - Transfer of a Customer Advisor post (11months of costs) from Customer Services to Joint Strategic Commissioning Services
- Ref No 36a - Transfer of funding from Director CLF to Performance Management to part fund the cost of a Social Care Performance Officer post
- Ref No 43 - Transfer £20k CAA funding from Finance Contingency to Performance team and £18,700 from Finance Contingency to Policy
- Ref No 40 - Transfer 2 posts (22138 and 22142) from Customer Services to Revenues, as incorrectly budgeted
- Ref No 41 - Transfer 3 x Receptionist posts from Customer Services to Facilities Management from Sept - March

General Fund	Original Budget	Slippage from 08/09	Other Adjustments	In Year Budget Adjustments	Current Budget Unapproved	Actual to Date	Forecast Outturn	Slippage to 10/11	Forecast Variance to Current Budget Unapproved	
Director	£000	£000	£000	£000	£000	£000	£000	£000	£000	%
Chief Executive	0	0	0	0	0	0	0	0	0	0%
Business Transformation	140	715	0	333	1,188	29	179	0	(1,009)	-85%
Children, Families & Learning (schools & non schools)	15,635	6,038	(2,489)	1,553	20,737	5,527	16,046	(5,103)	412	2%
Children, Families & Learning (leisure & culture)	8,739	373	100	121	9,333	257	3,387	(5,366)	(580)	-6%
SCH&H	4,225	8,226	158	0	12,609	1,888	7,401	(3,091)	(2,117)	-17%
Sustainable Communities	31,110	4,027	145	0	35,282	8,081	26,231	0	(9,051)	-26%
Corporate Resources	5,136	1,234	0	0	6,370	252	5,568	0	(802)	-13%
Less Assumed Slippage going forward	(15,000)	0	0	0	(15,000)	0	(1,440)	13,560	0	0%
Total Expenditure	49,985	20,613	(2,086)	2,007	70,519	16,034	57,372	0	(13,147)	
Grants & Contributions	(32,341)	(15,247)	2,466	(1,145)	(46,267)	(4,698)	(46,267)	0	0	0%
Revenue Contribution	(70)	0	0	0	(70)	0	(70)	0	0	0%
Borrowing	(8,787)	0	0	0	(8,787)	0	(8,787)	0	0	0%
Capital Receipts	(8,787)	0	0	0	(8,787)	0	(8,787)	0	0	0%
NET General Fund	0	5,366	380	862	6,608	11,336	(6,539)	0	(13,147)	

Housing Revenue Account	Original Budget	Slippage from 08/09	Other Adjustments	In Year Budget Adjustments	Current Budget Unapproved	Actual to Date	Forecast Outturn	Slippage to 10/11	Forecast Variance to Current Budget Unapproved	
Director	£000	£000	£000	£000	£000	£000	£000	£000	£000	%
SCH&H	5,686	(79)	0	0	5,607	782	5,686	0	79	1%
Total Expenditure	5,686	(79)	0	0	5,607	782	5,686	0	79	
Grants & Contributions	(3,649)	0	0	0	(3,649)	0	(3,649)	0	0	0%
Revenue Contribution	(343)	0	0	0	(343)	0	(343)	0	0	0%
Borrowing	0	0	0	0	0	0	0	0	0	0%
Capital Receipts	(1,694)	79	0	0	(1,615)	0	(1,615)	0	0	0%
NET Housing Revenue Account	0	0	0	0	0	782	79	0	79	
NET TOTAL Capital Programme	0	5,366	380	862	6,608	12,118	(6,460)	0	(13,068)	

Savings Measures Action Plan for Business Transformation

Appendix D

Details of planned action	Expected Savings £000	Savings Achieved to date £000	Status (RAG)	Implications	Taken and included in the forecast for September
Freezing of vacant posts (PPP)	64	16	Green	Continued reduced service from Community / Customer Intelligence Team (1 post reduced from 3) and Corporate Policy (1 post reduced from 2).Expected savings for August 09-March 10 only. Savings for April 09-July 09 already realised.	Yes
Postpone implementation of Performance Management software to 2010/11 (PPP)	20	0	Red (To be agreed by Executive)	Delay in implementing our corporate performance management / information platform across CBC. Delay will mean continuation of 'manual methods' of data collection and may have minor impact on Performance Management judgements in CAA / UoR.	No
Undertake no Budget Consultation Work for 2010 Budget (PPP)	8	0	Red (To be agreed by Executive)	Detailed results from Place Survey provide an indication of public priorities. This survey work does not provide public opinion on scenarios relating to council tax levels and service provision. No further budget consultation work may impact UoR scores.	No No
External venue hire (PPP)	8	4	Green	None for 2009/10.	NA
Review of discretionary expenditure	20		Green		Yes

Advance recruitment process. Two months potential saving (Feb & March) on Agency Costs. (Customer Accounts)	20	0	Red	There's a risk this would not be achievable, the risk of releasing the skilled agency staff too soon could outweigh any financial benefit	No
Reduced costs for annual council tax advice leaflet (distributed to all households in March)	10	0	Green	Requires a partnership approach or reduced production values for CBC leaflet.	Yes
Streamlined subscriptions to journals and newspapers	4	2	Green	Requires increased dependence on web publication review and news alert services.	Yes
TOTAL	154	22			

Meeting: Business Transformation Overview & Scrutiny Committee
Date: 23 November 2009
Subject: The Draft Single Equality and Diversity Scheme 2010 – 2013
Report of: Cllr Richard Stay, Portfolio Holder for Business Transformation
Summary: The purpose of this report is to ratify the comments and recommendations arising from consideration of the Draft Single Equality & Diversity Scheme at this Committee's last meeting.

Contact Officers: Bernard Carter, Overview & Scrutiny Manager
Public/Exempt: Public
Wards Affected: All
Function of: Executive

CORPORATE IMPLICATIONS

Council Priorities:

Central Bedfordshire Council has stated in the Strategic Plan its desire to tackle inequalities and deliver services in such a way that people whose circumstances make them vulnerable are not disadvantaged. Tackling inequality cuts across every activity of the Council and relates directly to the achievement of the Council's five priorities:

- 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:

The proposals contained within this report must be met within existing budgets. At present the corporate approach is led by the Corporate Policy Adviser (Equality and Diversity) and there is a small revenue budget allocated in 2009/10 to develop and support corporate initiatives.

The aim of equality legislation is to ensure that resources invested in public services actually benefit all those they are aimed at or who need them. When developing proposals and making policy decisions, including those about finance and service provision, public authorities must comply with their statutory equality duties by ensuring that decisions are made in such a way as to minimise unfairness, and that they do not have a disproportionately negative effect on people from different ethnic groups, disabled people, and men and women.

Legal:

The current equality legislation we are required to comply with (see list below) fits within a framework of European directives designed to promote equality of opportunity.

- Equal Pay Act 1970;
- Sex Discrimination Act 1975 (Amended in 2006 by the Equality Act in the form of the Gender Equality Duty);
- Race Relations Act 1976 (Amended 2002);
- Disability Discrimination Act 1995 (Amended 2005);
- Employment Equality (Religion or Belief) Regulations 2003;
- Employment Equality (Sexual Orientation) Regulations 2003;
- Gender Recognition Act 2004;
- Employment Equality (Age) Regulations 2006;
- Equality Act 2006 (Part 2 introduced protection against discrimination on grounds of religion or belief in the provision of goods, facilities or services, etc); and
- Equality Act (Sexual Orientation) Regulations 2007.

This will be streamlined with the introduction of a single Equality Act which is currently before parliament and is expected to come into full force from April 2011.

Risk Management:

Failure to comply with equality legislation can expose the Council to the risk of litigation and scrutiny by the Equalities and Human Rights Commission.

Individual employees or voluntary organisations have also brought legal action against councils which have resulted in court judgements or out of court settlements. The latter can subsequently be investigated by the Audit Commission.

The new Comprehensive Area Assessment will now test how well the Council knows and understands the nature and extent of inequality and disadvantage within our communities and how effectively it is working with partners to reduce or eliminate discrimination.

The development of a comprehensive, legally compliant Equality and Diversity Scheme and Action Plan helps to ensure that the Council is meeting these requirements, addressing any risks and taking the appropriate mitigating actions.

Staffing (including Trades Unions):

The Council has specific employment duties which are set out in equality legislation. The relevant commitments and actions in the Equality and Diversity Scheme must therefore also be reflected in the Council's People Strategy to ensure that these duties are met. A variety of learning opportunities must also be provided so that councillors and employees are knowledgeable about equality from both a service delivery and employment perspective.

Work is ongoing with Human Resources to ensure proper consideration is given to equality and diversity in the development of the Council's employment and training practices and procedures.

Equalities/Human Rights:

The draft Equality and Diversity Scheme and Action Plan must demonstrate the Council's awareness of all strands of equality legislation, the nature of inequality and the action that will be taken across the Council to promote equality, tackle discrimination, eliminate harassment, and promote good relations and positive attitudes amongst different groups of people and encourage participation in public life.

Community Safety:

Appendix 2 of the draft Equality and Diversity Scheme highlights a range of issues and barriers that different groups experience. In relation to community safety this can include violence against women (domestic violence, rape and sexual violence, sexual harassment, female genital mutilation, forced marriage, crimes in the name of honour, trafficking and sexual exploitation) and hate crime (any criminal offence committed against a person or property that is motivated by an offender's hatred of someone because of their race, colour, ethnic origin, nationality or national origins, religion, gender or gender identity, sexual orientation or disability). The statutory agencies that make up the Community Safety Partnership have a legal duty to investigate and address such crimes.

Sustainability:

Compliance with equality legislation has a direct impact on a Council's ability to deliver against the sustainability agenda. Issues such as economic development, sustainable communities, quality of life and community cohesion are all factors which can be influenced by an individual's experience of inequality and discrimination.

These factors were highlighted by the findings of the Equality Review (commissioned by the Cabinet Office in 2006/07) which collected and analysed a wide range of evidence on inequality and concluded that the prosperity and cohesion of all communities are affected by differences in identity (for example gender, ethnicity and disability) and other factors such as changes in social mobility, migration and socio-economic conditions.

RECOMMENDATION(S):

- 1. that the Committee**
 - (a) Ratifies the comments and recommendations made at its last meeting as outlined in Appendix A attached to this report; and**
 - (b) Notes that following further consultation on the draft Scheme, the Committee will receive a final draft for consideration in early 2010 prior to submission to the Executive.**

Background

1. Members will be aware that at its last meeting, the Business Transformation Overview & Scrutiny Committee considered an early draft of the Single Equality & Diversity Scheme 2010 – 2013 and suggested a number of comments and recommendations for inclusion in any final document.
2. These comments and recommendations are attached at Appendix A and Members are asked today to ratify them so that officers can revise the draft accordingly, move forward with further consultation and present a final version in early 2010 prior to submission to the Executive.

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BUSINESS TRANSFORMATION OVERVIEW & SCRUTINY COMMITTEE, 26 OCTOBER 2009

The Draft Single Equality and Diversity Scheme 2010 - 2013

- 1.1 At its meeting of 26 October 2009, the Business Transformation Overview & Scrutiny Committee (BT OSC) considered the report of the Portfolio Holder for Business Transformation, which set out the Council's statutory equality duties, the action that must be taken to meet these duties and provided the Committee with the opportunity to consider and comment on an early draft of the Council's Equality and Diversity Scheme.
- 1.2 Members of the Committee were fully supportive of the draft Scheme, and were content to endorse its submission to the Executive, subject to the following comments and recommendations being incorporated within it before submission:-

Training & Development

- 1.3 Whilst the Committee wholeheartedly supported the Council's desire to tackle inequalities and were content with the policy direction outlined within the draft Scheme, there was a clear wish from Members to ensure this policy direction was followed through and delivered throughout the whole organisation and beyond. For this reason, Members were firm in their view that the draft Scheme should contain sufficient enough detail regarding the provision of smart, targeted, Training & Development for both Members and officers to assist in the practical achievement of this policy direction.
- 1.4 With regard to specific Training & Development initiatives, the Committee endorsed a number of suggestions from Members as follows, and requested that they too be captured within the draft Scheme and action plan:-
 - a) A phased staff training approach, which concentrated limited resources on frontline staff in the first instance, and also ensured that any training delivered was appropriate to the target audience i.e. back office staff receiving light touch training with more comprehensive training for frontline staff;
 - b) The need to take into account, and coordinate, all Member Training & Development generally to ensure that limited time and resources were used to best effect. This may well mean the delivery of half/whole day training sessions in future, which addressed a number of topics such as Equalities & Diversity, Health & Safety, Risk Management, etc in bite-sized chunks at one session and it was suggested that the Member Development Champions Group should consider this issue at the earliest opportunity;
 - c) The need to produce and distribute a 1 page (or 2 page max) awareness raising document for all staff & Members, which would distil the draft Scheme into key action points;

- d) The need to incorporate Equality & Diversity awareness raising into the staff appraisal scheme.
- e) The need to ensure that Councillors were aware of how to feedback equality & diversity issues encountered, whilst undertaking their duties as ward representatives.

The Responsibility of the Individual

- 1.5 Whilst Members of the Committee again reiterated their strong desire to tackle inequalities, they were firm in their view that the draft Scheme should also highlight the responsibility of the individual to strive for self-reliance, a conviction which very much reinforced the concept of Total Place and its primary theme of “from dependence to self-reliance”.

Striking the Right Balance

- 1.6 Members discussed in some detail whether there was a need to establish a Council ambition within the draft Scheme regarding the achievement of Level 3 (Excellent and making a difference) of the new Equality Framework for Local Government introduced by the IDeA in April 2009.
- 1.7 Whilst Members agreed that this may well be an aspiration, there was no need to make this ambition explicit. Instead, the draft Scheme should make reference to the following overarching principles:-
- a) The imperative to ensure the Council was legally compliant;
 - b) The importance of striking the right balance between the costs and benefits arising from particular initiatives – a judgment call was required to ensure any actions outlined within the draft Scheme were proportionate i.e. actions did not deliver a disproportionate benefit to the few to the detriment of the many; and
 - c) Whilst achieving Level 3 of the new Equality Framework may well be an aspiration, the Council should not commit itself to such an aspiration without first knowing the implications (financial or otherwise) of such a commitment.

Content

- 1.8 There were a number of other suggestions from Members regarding improvements to the document itself, which should also apply to any other document produced by the Council in future. These were:-
- a) Ensuring the date of production of the document was clearly highlighted;
 - b) Ensuring acronyms were fully explained at first use and also contained in a glossary towards the end of the document; and
 - c) Ensuring that the source of any data/statistics quoted was included in the document.

Meeting: Business Transformation Overview & Scrutiny Committee
Date: 23 November 2009
Subject: Work Programme 2009-2010
Report of: Cllr Richard Stay, Portfolio Holder for Business Transformation
Summary: The report provides Members with details of the currently drafted work programme.

Contact Officer: Bernard Carter, Overview & Scrutiny Manager
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

The work programme of the Business Transformation Overview & Scrutiny Committee will contribute indirectly to all 5 Council priorities.

Financial:

n/a

Legal:

n/a

Risk Management:

n/a

Staffing (including Trades Unions):

n/a

Equalities/Human Rights:

n/a

Community Safety:

n/a

Sustainability:

n/a

RECOMMENDATION(S):

1. **that the Business Transformation Overview & Scrutiny Committee**
 - (a) **considers and approves the work programme attached, subject to any further amendments it may wish to make; and**
 - (b) **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.**

Work Programme

1. As Members will be aware, the Committee received a presentation at its first meeting, which provided an overview of the work of the Business Transformation directorate and the key issues and challenges 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 and since then the work programme has continued to be refined at each subsequent meeting. A summary of the current programme is attached at Appendix A.
3. The Committee is now requested to consider the work programme attached and amend or add to it if 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 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.

Appendices:

Appendix A – Business Transformation Overview & Scrutiny Committee Work Programme by Committee Date

Business Transformation Overview and Scrutiny Committee

Current Work Programme by Committee Date

Ref	Committee Date	Report Title	Issue Description	Comments
2	23 November 2009	Performance & Budget Report Q2	To receive & consider a report outlining the performance of key indicators/budget within the directorate for the period Apr to Sept 09.	
3		Review of Support of Third Sector Organisations Draft Single Equality & Diversity Scheme	To receive a presentation regarding proposals to review support to Third Sector Organisations. To ratify the comments & recommendations arising from consideration of the Draft Single Equality & Diversity Scheme at this Committee's last meeting.	
5	21 December 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 12 th January.	
6		Climate Change Strategy	To consider a report regarding proposals to address the Council's carbon footprint.	
4		Shared Services	To review the governance arrangements and Service Level Agreements (SLAs) surrounding the Council's Shared Services.	
7		Residents/Staff Survey	To consider the key outcomes flowing from these recent surveys.	

Ref	Committee Date	Report Title	Issue Description	Comments
8	25 January 2010	Strategic Plan Refresh	To consider a report regarding proposals to refresh the Council's Strategic Plan.	
9		Local Area Agreement (LAA) Refresh	To consider a report regarding proposals to refresh the Council's Local Area Agreement (LAA).	
10		Comprehensive Area Assessment (CAA) Outcomes	To consider the outcomes flowing from the CAA process, due to be published on 10 December.	
11	22 February 2010	Performance & Budget Report Q3	To receive & consider a report outlining the performance of key indicators/budget within the directorate for the period Apr to Dec 09.	
12		Total Place	To receive a presentation regarding the outcomes flowing from the Total Place pilot.	
13		Sustainable Community Strategy	To consider a report regarding proposals to review and consult upon the Sustainable Community Strategy.	
		Draft Single Equalities & Diversity Scheme	To consider the final draft of the Council's Single Equalities & Diversity Scheme prior to submission to the Executive.	Date to be confirmed
14	22 March 2010	Web Development	To receive the findings, conclusions and recommendations of the Web Development Task Force established by the Committee at its meeting on 3 September 09.	This report may be earlier - depends on work of Task Force.

Ref	Committee Date	Report Title	Issue Description	Comments
15		Councillor Support	To receive the findings, conclusions and recommendations of the Councillor Support Task Force established by the Committee at its meeting on 29 September 09.	This report may be earlier - depends on work of Task Force.
	19 April 2010			
16	17 May 2010	Performance & Budget Report Q4	To receive & consider a report outlining the performance of key indicators/budget within the directorate for the period Apr 09 to Mar 10.	

Executive Dates (for information) - 8 Dec, 12 Jan, 9 Feb, 9 Mar, 6 Apr, 4 May

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