

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



please ask for Sandra Hobbs
direct line 0300 300 5257
date 22 September 2011

NOTICE OF MEETING

EXECUTIVE

Date & Time

Tuesday, 4 October 2011 at 9.30 a.m.

Venue

Council Chamber, Priory House, Monks Walk, Shefford

Richard Carr
Chief Executive

To: The Chairman and Members of the EXECUTIVE:

Cllrs	J Jamieson	– Chairman and Leader of the Council
	M Jones	– Deputy Leader and Executive Member for Corporate Resources
	M Versallion	– Executive Member for Children's Services
	Mrs C Hegley	– Executive Member for Social Care, Health and Housing
	K Matthews	– Executive Member for Sustainable Communities – Strategic Planning and Economic Development
	B Spurr	– Executive Member for Sustainable Communities – Services
	Mrs P Turner MBE	– Executive Member – Economic Partnerships
	R Stay	– Executive Member – External Affairs

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**

To receive apologies for absence.

2. **Minutes**

To approve as a correct record, the Minutes of the meeting of the Executive held on 23 August 2011.

3. **Members' Interests**

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

(a) personal interests in any agenda item

(b) personal and prejudicial interests in any agenda item.

4. **Chairman's Announcements**

To receive any matters of communication from the Chairman.

5. **Petitions**

To consider petitions received in accordance with the Scheme of Public Participation set out in Annex 2 of Part A4 of the Constitution:

(a) Paper petition regarding the allocation of homes at the Old Warden Rural Exception Scheme – 102 signatures.

6. **Public Participation**

To respond to general questions and statements from members of the public in accordance with the Scheme of Public Participation set out in Appendix A of Part A4 of the Constitution.

7. **Forward Plan of Key Decisions**

To receive the Forward Plan of Key Decisions for the period 1 October 2011 – 30 September 2012.

Decisions

Item	Subject	Page Nos.
8	A New Plan-making Programme for Central Bedfordshire To agree the broad scope of new planning policy documents for Central Bedfordshire and the timetable for their production.	47 - 64
9	Allowances for Foster Parents To consider the options for determining Fostering Allowances.	65 - 78
10	Transition to Adulthood for Care Leavers To consider the policy for financial support for transition to adulthood for care leavers.	79 - 88

Monitoring Matters

Item	Subject	Page Nos.
11	Central Bedfordshire Shadow Health and Wellbeing Board To establish a Central Bedfordshire Shadow Health and Wellbeing Board.	89 - 100
12	Quarter 1 Performance Report To receive the quarter 1 performance report.	101 - 124

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CENTRAL BEDFORDSHIRE COUNCIL

At a meeting of the **EXECUTIVE** held in the Council Chamber, Priory House, Monks Walk, Shefford on Tuesday, 23 August 2011.

PRESENT

Cllr J G Jamieson (Chairman)
Cllr M R Jones (Vice-Chairman)

Cllrs Mrs A Barker
A D Brown
I Dalgarno
Mrs C Hegley
D J Hopkin
K C Matthews
B J Spurr

Cllrs R C Stay
Mrs P E Turner MBE
A M Turner
M A G Versallion
B Wells
R D Wenham
J N Young

Members in Attendance: Cllrs P N Aldis
A R Bastable
M C Blair
D Bowater
Mrs R J Drinkwater
C C Gomm
Mrs S A Goodchild

Cllrs D Jones
D McVicar
J Murray
T Nicols
B Saunders
P Williams

Officers in Attendance Mr J Atkinson
Mr R Carr
Ms D Clarke
Mr A Fleming
Mr R Fox
Mrs S Gibson
Mrs S Hobbs
Mrs J Ogle
Mr J Unsworth

Head of Legal and Democratic Services
Chief Executive
Interim Assistant Chief Executive (People & Organisation)
Acting Director of Sustainable Communities
Head of Development Plan
Interim Assistant Director, Learning and Strategic Commissioning
Committee Services Officer
Director of Social Care, Health and Housing
Interim Assistant Chief Executive - Resources

E/11/35 **Minutes**

RESOLVED

that the minutes of the meeting held on 12 July 2011 be confirmed as a correct record and signed by the Chairman.

E/11/36 **Members' Interests**

(a) **Personal Interests:-**

None.

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

None.

E/11/37 **Chairman's Announcements**

The Chairman congratulated 'A' level students on achieving a 98% pass rate across Central Bedfordshire.

The Chairman asked Councillor Mrs Turner to provide an update on South East Midlands Local Enterprise Partnership (SEMLEP) and also on the Shadow Health and Wellbeing Board.

Councillor Mrs Turner advised Members that SEMLEP had submitted a proposal for an Enterprise Zone to the Government, which had been successful. The proposal was for Northampton Waterside involving the creation of 14,000 jobs and hundreds of new businesses in an area close to the town centre. The Partnership was in the process of securing a Chairman of the Board from the private sector.

Councillor Mrs Turner also advised that the Shadow Health and Wellbeing Board had held its inaugural meeting. The terms of reference for the Board had been agreed subject to keeping them under review until further guidance had been received from the Government. In addition, the Board had been updated on the transition plans for HealthWatch.

E/11/38 **Petitions**

In accordance with the Scheme of Public Participation set out in Annex 2 of Part 4 of the Constitution, the Executive received the following petitions:-

1. Petition against the merger and closure of Weatherfield Special School

Councillor Murray presented a paper petition containing a total of 514 signatures on behalf of the lead petitioner, Mrs Sharratt, against the merger and closure of Weatherfield Special School. Councillor Murray explained the concerns of some parents of the children at Weatherfield School that the merger of Hillcrest Community Special School, Weatherfield Community Special School and Glenwood Community Special School would not meet the needs of the children.

The Executive Member for Children's Services thanked Councillor Murray for presenting the petition and advised that it would be taken into consideration when discussing the future of special schooling in the south of Central Bedfordshire (minute E/11/41 below refers).

2. Petition to Save All Our Libraries

Mrs Grayston presented a paper and e-petition 'Save All Our Libraries' containing a total of 152 signatures on behalf of the lead petitioner, Mr Hopkins. Mrs Grayston gave her view that the libraries were a community service.

The Executive Member for Sustainable Communities – Services thanked Mrs Grayston for presenting the petition and confirmed that Central Bedfordshire Council had no plans to close any libraries, but would be looking at ways in which to utilise the facilities as a community hub.

E/11/39 Public Participation

No members of the public had registered to speak.

E/11/40 Forward Plan of Key Decisions

RESOLVED

that the Forward Plan of Key Decisions for the period 1 September 2011 to 31 August 2012 be noted.

E/11/41 The Future of Special Schooling in the South of Central Bedfordshire

The Executive considered a report from the Executive Member for Children's Services that set out the responses to the statutory notices to merge Hillcrest Community Special School, Weatherfield Community Special School and Glenwood Community Special School to create a single area special school for pupils with complex educational needs, including Severe Learning Difficulties (SLD), Profound and Multiple Learning Difficulties (PMLD) and Moderate Learning Difficulties (MLD) with additional needs, ages 3-19. The Executive Member reported that the Secretary of State had not made a decision regarding Weatherfield School's application for Academy Status.

The Executive Member explained that he took the views of the parents very seriously and referred to the petition (minute E/11/38 (1) above refers), but that he considered that the evidence indicated that the merger of the three schools would be in the best interests of the children.

Members referred to the successful merger of Sunnyside Special Community School and Hitchmead Foundation Special Schools, which was now called the Ivel Valley Special School.

Reason for decision: To enable the Council to discharge its duty to secure special school provision in an efficient way which meets the needs of children and young people with complex needs.

RESOLVED

1. **to merge Hillcrest Community Special School, Weatherfield Community Special School and Glenwood Community Special School to create a single area special school for pupils with complex needs aged 3-19, with an implementation date of 1 April 2012; and**
2. **that in the event that the Secretary of State approves the application of the Governing Body of Weatherfield School that the school should become an Academy, the Executive agrees that Hillcrest and Glenwood schools be supported to merge to become an Area Special School from 1 April 2012.**

E/11/42

Post 16 Transport Policy

The Executive considered a report from the Executive Member for Children's Services setting out the proposed Post 16 Transport Policy for Central Bedfordshire. The Executive Member responded to questions from the non-Executive Members and advised that written information would be provided to a particular non-Executive Member confirming the projected savings for 2012/13.

Reason for decision: To ensure that the Council meets its statutory obligations and adopts a fair, equitable and transparent policy to support the most vulnerable students to access post 16 education. The decision would also enable the Council to adopt a Post 16 Transport Policy that would be implemented within the available resources.

RESOLVED

1. **to adopt the Post 16 Transport Policy attached at Appendix A to the submitted report with effect from 1 September 2012; and**
2. **to authorise the Deputy Chief Executive/Director of Children's Services, after consultation with the Executive Member for Children's Services, to approve any subsequent minor variations to the Post 16 Transport Policy.**

E/11/43

Home Care Provision to Four Extra Care Sheltered Housing Schemes

The Executive considered a report from the Executive Member for Social Care, Health & Housing setting out the progress made on changing the provider who delivers home care to four extra care sheltered housing schemes across Central Bedfordshire. Members noted that the exempt Appendix B to the submitted report contained the financial details relating to the proposed awarding of the contracts.

Reason for decision: This would enable the Council to deliver efficiencies, to meet the SCHH6 target and enable greater capacity within the Council's reablement teams.

RESOLVED

that the award of contracts for the Home Care Provision to four Extra Care Sheltered Housing Schemes as set out in the exempt part B of the submitted report, be approved.*

*(Not for publication by virtue of paragraph 3 of Part 1 of the Schedule 12A of the Local Government Act 1972)

E/11/44

Award of the Contract for the 24/7 Community Alarm and Emergency Out of Hours Call Handling Service 2011 - 2016

The Executive considered a report from the Executive Member for Social Care, Health & Housing that set out the details for the proposed award of the contract for the 24/7 Community Alarm & Emergency Out of Hours Call Handling Service 2011 – 2016. Members noted that the exempt Appendix B to the submitted report contained the financial details relating to the proposed awarding of the contract.

Reason for decision: The contract would provide improved value for money for the Council at a time of financial constraint, and also deliver good quality customer care for our residents, with the standard of service being equal to, if not higher than, the service already provided by the Council.

RESOLVED

that the award of a contract for the 24/7 Community Alarm and Emergency Out of Hours Call Handling Service 2011 – 2016 as set out in the exempt Appendix B to the submitted report, be approved.*

*(Not for publication by virtue of paragraph 3 of Part 1 of the Schedule 12A of the Local Government Act 1972)

E/11/45

Community Engagement Strategy - Refresh

The Executive considered a report from the Deputy Leader and Executive Member for Corporate Resources that introduced the annual refresh of the Community Engagement Strategy for approval. The report set out the performance achieved against the year 1 actions of the 2010 – 2013 delivery plan. Members were advised that the Strategy would be revised again once the Localism Bill and emerging legislation contained within it were better understood.

The Deputy Executive Member for Corporate Resources confirmed that he would ensure that all ward Members were informed at an early stage of key activities in their wards.

The Executive agreed that section 8 'Individual Councillor budgets' in Appendix C to the submitted report be removed from the plan as these areas were no longer being taken forward.

Reason for decision: To ensure the Strategy was aligned with the latest national policy and local aspirations and was applied consistently across the Council.

RESOLVED

1. **that the performance against the actions in the first year of the delivery plan be noted;**
2. **that the annual refresh of the Community Engagement Strategy be endorsed;**
3. **that the proposed policy statements be agreed to ensure the principles of the Strategy are applied consistently across the Council; and**
4. **that a policy position statement and action plan, regarding implementation of the Localism Bill in Central Bedfordshire, is developed once the detail of the emerging legislation it contains is better understood.**

E/11/46

ICT Infrastructure Capital Scheme for ICT Stability

The Executive considered a report from the Deputy Leader and Executive Member for Corporate Resources on the proposed variation to the ICT Infrastructure Capital Scheme to fund the work required to stabilise and secure the operation of the Council's current ICT systems.

The Deputy Executive Member for Corporate Resources responded to questions from non-Executive and Executive Members regarding the capital and revenue costs involved in providing a fit for purpose ICT infrastructure, including to enable opportunities for future improvements.

Reason for decision: To enable Officers to swiftly allocate sufficient funding to progress the successful delivery of a fit for purpose ICT Infrastructure.

RECOMMENDED TO COUNCIL

to approve an increase to the existing ICT Infrastructure Capital Scheme of £559k as proposed in the Business Case attached at Appendix A.

E/11/47

Budget Strategy and Medium Term Financial Plan 2012/13 to 2015/16

The Executive considered a report from the Deputy Leader and Executive Member for Corporate Resources that set out the proposed medium term financial planning framework for 2012/13 through to 2015/16.

Members noted that a Budget Communication and Engagement Plan was being developed and would be submitted to the Executive at their meeting on 15 November 2011.

Reason for decision: To enable the Council to put in place a framework to meet the financial challenges faced by Central Bedfordshire Council over the medium term.

RESOLVED

1. **that the overall financial outlook and the impact on this authority be noted;**
2. **that the proposed framework for preparation of the Medium Term Financial Plan be endorsed; and**
3. **that the timetable for the consultation process be endorsed.**

E/11/48 **Revenue Budget - Quarter 1 Monitor**

The Executive considered a report from the Deputy Leader and Executive Member for Corporate Resources that provided Members with information on the Quarter 1 Revenue Budget Management position.

Reason for decision: To facilitate effective financial management and planning.

RESOLVED

In view of the Revenue Budget forecast position being an overspend of £0.582M (0.3% of net spend), to request Officers to identify ways to improve the forecast financial outturn to achieve a balanced revenue budget.

E/11/49 **Capital Budget - Quarter 1 Monitor**

The Executive considered a report from the Deputy Leader and Executive Member for Corporate Resources that provided Members with information on the quarter 1 Capital Budget Management position. The Deputy Leader confirmed that a review of the Capital Programme was underway.

Reason for decision: To facilitate effective financial and asset management and planning.

RESOLVED

to note that the Capital spend to date, excluding HRA, is £13.448M which is £3.6M gross below budget (year to year) and in view of this, that a detailed review of the Capital Programme would be reported to the Executive on 15 November 2011.

E/11/50

Luton and southern Central Bedfordshire Core Strategy - Guidance for Development Management

The Executive considered a report from the Executive Member for Sustainable Communities – Strategic Planning and Economic Development proposing the endorsement of the joint Core Strategy submitted for public examination in March 2011 and its accompanying evidence as interim guidance for development management purposes. This would help in the determination of planning applications until a new Core Strategy covering southern Central Bedfordshire was adopted.

Members noted that recommendation 3 should have referred to agenda item 8 and not agenda item 10 of the Joint Committee meeting held on 29 July 2011. This amendment also referred to paragraph 17 in the submitted report.

The Executive acknowledged the importance of adopting the proposed course of action to enable the Council to defend robustly decisions it might take on possible planning applications.

Reason for decision: To help deliver the Council's preferred approach to managing development in the southern part of Central Bedfordshire.

RESOLVED

- 1. that the Luton and southern Central Bedfordshire Core Strategy submitted on 8 March 2011, together with the underlying evidence set out in Appendix A to the submitted report, be endorsed as guidance for development management purposes;**
- 2. that the changes to the Core Strategy put forward at the Joint Committee on 29 July 2011 set out in items 9, 10, 11 and 12 of that agenda also be endorsed as guidance for development management purposes;**
- 3. that the updated transport evidence base which underpins the joint Core Strategy set out in item 8 of the Joint Committee agenda and the need for some updates to technical studies which continue to be part of the evidence base which informs the joint Core strategy as set out in item 7 of that agenda, be noted; and**
- 4. that the principle of developing a Neighbourhood Plan for Caddington and Slip End, led by the local communities, be endorsed and supported.**

E/11/51 Members' ICT Equipment

The Executive considered a report from the Deputy Leader and Executive Member for Corporate Resources proposing a new Members' allowance scheme for the provision of Members' ICT Equipment. It was noted that the new scheme would be implemented with immediate effect, with all Members being migrated to the new arrangements by 31 December 2011.

Reason for decision: To enable Members to select the appropriate ICT equipment and support they require while delivering efficiencies and improving value for money for the residents of Central Bedfordshire.

RESOLVED

- 1. that the Members' Allowances proposals for ICT equipment set out in paragraphs 22 and 23 of the submitted report be approved;**
- 2. that the new scheme be implemented with immediate effect, with all Members migrated to the new arrangements by 31 December 2011;**
- 3. that the Member ICT Equipment Policy be amended to reflect the new allowance scheme; and**
- 4. that Part K of the Constitution be amended to reflect the new provisions.**

E/11/52 Development of a Leisure Facilities Strategy for Central Bedfordshire

The Executive considered a report from the Executive Member for Sustainable Communities – Services that proposed the adoption of a strategic approach for leisure facilities, entitled "Central Bedfordshire approach to Leisure Facilities". Members noted that the financial and business details of the contracts were contained within the exempt part of the agenda.

Members also considered a proposal for the extension of the leisure facilities management contracts in the north of Central Bedfordshire until 31 March 2013 and the letting of a one-year contract for the management of the Houghton Regis Leisure Centre from 1 April 2012 to 31 March 2013. Members agreed to defer consideration of the Leisure Centre Contracts (minute E/11/55 below refers), as this item contained information about the financial or business affairs of the Council.

Reason for decision: To enable the Council to formally agree a document that would set out the agreed approach to the future provision of leisure facilities that will be used to support and justify leisure facility requirements in planning obligation (s.106) negotiations with developers, and for inclusion within a community infrastructure levy, once developed.

RESOLVED

that the development of a Leisure Facilities Strategy setting out Central Bedfordshire Council's approach to Leisure Facilities be agreed.

E/11/53 Proposed Dunstable Enterprise Centre (Incuba Project)**Note:**

The Chief Executive declared a personal and prejudicial interest in minute E/11/53 'Proposed Dunstable Enterprise Centre (Incuba Project)' as he was a governor at Central Bedfordshire College. The Chief Executive withdrew from the meeting for the duration of this item.

The Executive considered a report from the Deputy Leader and Executive Member for Corporate Resources that proposed the establishment of a new exemplar business incubation facility to support regeneration and future employment needs in the Dunstable area. The Council, through the inclusion of the land asset at the old Fire Station site (on Brewers Hill Road, Dunstable) would enable Central Bedfordshire College, with the benefit of European funding, to develop facilities for the provision of a new enterprise centre providing support for starting up and growing businesses with an additional focus on developing a low carbon technology centre and training opportunities within this sector.

The Deputy Leader and Executive Member for Corporate Resources moved an additional recommendation as follows:

“that approval of the above recommendation is made conditional upon the Central Bedfordshire College entering into the lease for the Skills Building at Kingsland and its completion including payment of rent to date from 1 November 2010.”

Reason for decision: To allow the Council to support the project which would enable the delivery of a new exemplar Enterprise facility to stimulate the local economy, deliver jobs and training and support the developing low carbon sector. It would also bring externally secured funding and help stimulate new business growth and enterprise within the Dunstable and Houghton Regis area.

RESOLVED

- 1. to dispose of the land outlined on the plan attached at Appendix A to the submitted report to Central Bedfordshire College on a 125 year lease to aid the use of money provided by European Regional Development Fund for regeneration and local business support; and**
- 2. that approval of the above recommendation is made conditional upon Central Bedfordshire College entering into the lease for the skills building at Kingsland and its completion, including payment of rent to date from 1 November 2010.**

The Chief Executive rejoined the meeting.

E/11/54 **Annual Report of Bedford and Central Bedfordshire Adult Safeguarding Board**

The Executive considered a report from the Executive Member for Social Care, Health and Housing that set out the fourth annual report of the Adult Safeguarding Board, covering the second year of operations of the two unitary councils for Bedford Borough and Central Bedfordshire.

Reason for decision: To ensure that the Council meets its statutory obligations to safeguard vulnerable adults.

RESOLVED

that the Annual Report of Bedford and Central Bedfordshire Adult Safeguarding Board attached at Appendix A to the submitted report be noted.

E/11/55 **Exclusion of the Press and Public**

RESOLVED

that in accordance with Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 7 and 12 of Part I of Schedule 12A of the Act.

E/11/56 **Extension of Leisure Facilities Management Contracts in north Central Bedfordshire and Tendering of Houghton Regis Leisure Centre Contract**

The Executive considered a report from the Executive Member for Sustainable Communities – Services proposing the extension of the leisure management contracts for the north of Central Bedfordshire for one year and tendering for a new one-year contract for the management of services at Houghton Regis Leisure Centre, to allow time for the Council to consider and adopt a strategic approach for leisure facilities, including future requirements, for Central Bedfordshire.

Reason for decision: To enable the Council to develop a strategic approach for leisure facilities across Central Bedfordshire.

RESOLVED

- 1. that the proposal to extend the contract with Stevenage Leisure Limited for the operation of the leisure facilities in the north of the area until 31 March 2013 be approved;**

2. that the Council's Procurement Procedure Rules be waived in this instance to allow the contract to be extended on the grounds that a change of supplier would cause disproportionate technical difficulties, dis-economies of scale or significant disruption to Council services; and
3. that the proposal to seek a one-year contract for the management of the Houghton Regis Leisure Centre from 1 April 2012 to 31 March 2013 be approved.

E/11/57 **Award of the Contract for the 24/7 Community Alarm and Emergency Out of Hours Call Handling Service 2011 - 2016**

See minute E/11/44 above for details.

E/11/58 **ICT Infrastructure Capital Scheme for ICT Stability**

See minute E/11/46 above for details.

E/11/59 **Central Bedfordshire College Incuba European Regional Development Fund**

See minute E/11/53 above for details.

(Note: The meeting commenced at 9.30 a.m. and concluded at 12.13 p.m.)

Chairman

Dated



Central Bedfordshire Council

Appendix A

ICT Stability Programme – Capital Business Case

August 2011 – v0.3

1 Introduction

1.1 Background

At the inception of CBC an initial ICT transition budget of £9m was proposed. The activities were de-scoped to £3m to fit within the available budget.

ICT infrastructure stability was questioned after a major six day outage of systems in February 2010.

The major outage was caused by the failure of two disks on the storage area network (SAN) located in Borough Hall. Further shorter outages were caused by mains power outages.

External consultants were commissioned to audit the environment and develop an action plan to prevent subsequent failures of this nature from occurring again.

While the action plan was completed in December 2010, some of the tasks in the ICT Stabilisation Phase 1 plans were to investigate what else was required to ensure continued stability. For example, one of the actions was “to undertake a SAN and Infrastructure review”. This was completed and led to the plan to move the Bedford data centre to a commercial hosted site to improve power supply stability.

On 15th December 2010, ICT resource requirements to deliver a sustainable ICT environment were presented to senior officers who concluded that it was appropriate for these plans to be validated, drawing on external expertise”. The external consultants were requested to verify the emerging stability plans as they had existing knowledge of the CBC infrastructure from the initial audit.

On 23rd and 30th March 2011 additional resources in ICT were authorised and the consultants were asked to assist ICT in formalising a detailed plan for ICT stability, and what impact this would have on existing ICT priority projects.

The detailed plan was endorsed by officers subject to further analysis and consultation with directorates on the prioritisation and scheduling of the business projects that need to run in parallel with the Stability programme. This analysis was completed in June with a complete ICT Project Schedule that meets the current business requirements.

Support for proceeding were subject to securing additional capital funding for the ICT Stability Programme within 2011-12. This funding is crucial to provide the resources required to deliver the outcomes of the programme within the tight timescales required.

1.2 Scope

The ICT Stability Programme is designed to deliver a fit for purpose ICT Infrastructure. Fit for purpose means that users of the infrastructure, citizens, partner organisations, suppliers, officers and members should expect to carry out their business requirements without being restricted by the infrastructure environment.

It is not intended that the programme will deliver a best of class environment or even

a highly resilient infrastructure. With the constraints on the shrinking public purse these would be inappropriate and unviable.

The programme will deliver an ICT environment therefore that:

- Is available during office hours to agreed service levels.
- Performs at an appropriate speed as defined by service levels.
- Provides the appropriate tools to enable effective working.
- Has published maintenance schedules and advanced notification of planned downtime.
- Delivers a web site that is available for citizens 24 hours a day 7 days a week except for the planned maintenance schedule.
- Ensures data is securely backed up and recoverable in line with the Business Continuity and Disaster Recovery plans.
- Is secure and compliant with the required security standards.
- Has implemented defined Standard Operating Procedures ensuring the infrastructure is proactively monitored and maintained on an ongoing basis.
- Implements a structured ICT project delivery process and procedures.

Whilst providing a fit for purpose infrastructure, this programme will not mitigate against every risk – doing so would be impractical and financially unviable. As a consequence and to ensure a focus on successful delivery of the stabilisation programme,, a number of “desirable” elements have been omitted from this programme, as follows:-

- A second data centre that automatically takes over from the main data centre in the event of a major failure. (Typical once a year event).
- Dual supplier networked buildings (three core buildings) that remove the risk of a single physical network failure. (Typical once a year event).
- Power generation capability to prevent power failure at Priory House and Watling House. (Typically one to three times a year).
- Upgrades of Microsoft products (e.g. Office 2010, Windows 7).
- Improvements to user applications.

1.3 Purpose of Document

This document sets out the case, both strategic and financial for the ICT Stability Programme.

The analysis in this document is a business case, providing:

- An analysis of the strategic benefits that are envisaged by implementing the Programme;
- Estimates of the financial benefits and costs that are anticipated for the implementation.

It is important to note that exact costs and timescales will depend upon the precise detailed design and audit work that is carried out in the early stages of the programme. As such, these estimates are subject to change once this is known. However, a contingency has been allowed to cope with such changes.

This document will be reviewed by the Executive and seeks approval by full Council as the required capital variation to an existing scheme is over £500,000; this is in accordance with the governance procedures of the Council.

2 Strategic Case

2.1 Council Priorities

The Council's over-arching priority is to efficiently and effectively provide a range of valuable services to the citizens of Central Bedfordshire, and through those services make a significant improvement to the lives of all those people.

In delivering its core services, the council needs to be businesslike and responsive. A modern local authority relies heavily on ICT systems both to run the organisation and to deliver its services, often in real-time where the protection of vulnerable clients is concerned.

ICT systems are therefore embedded in the key processes that are used to ensure good quality services can be maintained, right from taking the first telephone call from a citizen through to managing ongoing case work and handling incidents and requests from the public. Council officers rely on important applications to manage the financial and people aspects of a large authority in an efficient and effective way, and to store core data that supports wide-reaching strategic decisions that affect the lives of everyone in Central Bedfordshire, as well as its role in the wider world.

When ICT systems fail occasionally, it can be frustrating and an annoyance to users, but if outages are dealt with quickly and services resume, the effect may be transient. However, when systems fail repeatedly and frequently, and are either slow or difficult to use, the burden upon the organisation can become intolerable, and all council services are badly affected. The ICT Stability Programme has been designed to bring the CBC ICT infrastructure to a state where it supports the council in delivering its services, and continues to operate in a safe and stable fashion into the future, through continuing good operational practices.

2.2 Current System Limitations

The ICT infrastructure at Central Bedfordshire was designed at the inception of the authority as a flexible and resilient platform to support the new authority. However, pressures of time and budget constraints meant that the implementation was rushed, documentation was poor and ongoing operating procedures were non-existent.

Moreover the ICT support team created from the legacy authorities was significantly under-resourced compared with other authorities of a similar size. With the extensive Transition work required during this period, the ongoing operational tasks inevitably suffered, and so the required maintenance of the infrastructure did not take place.

Therefore it is understandable that unexpected failures can occur across CBC's main ICT systems. In some cases, all 2,500 ICT users across the council are affected, and are unable to carry out their core job functions until services resume.

The most significant technical problems are in the following areas:

- The Citrix system, which is where every user is presented with the applications that they use in their job. This is a very flexible product, but a failure stops all users across the council. Therefore it needs to be resilient to hardware failures and perform well.
- The Microsoft platform, which sits underneath Citrix and provides user logins and network connectivity. Without this working efficiently users cannot gain access to their applications.
- The data storage systems (SAN) that hold all the council's data. It is crucial that this is held securely, is resiliently available and is always backed-up.
- Some of the key Applications that council officers use in their jobs have particular faults that have proven difficult to resolve easily, but which pose a constant and recurring impediment to the effective use of the system.

The ICT Stability Programme is therefore divided into workstreams that tackle these specific areas ('Get it right'), as well as a separate workstream that puts in place the Standard Operating Procedures to ensure the systems are kept updated and well-managed in the future ('Keep it right').

3 Financial Case

3.1 Overview

The ICT platforms and their problems described in Section 2 are fundamental to the efficient working of the council. It is unlikely therefore that the authority will continue to meet its service obligations and its strategic objectives if the problems are not resolved in a timely manner. Therefore the overriding business case for the ICT Stability Programme is strategic as described above.

However, in order to illustrate the financial implications of not proceeding with the programme, one should consider the cost of the lost productivity when systems become unavailable for extended periods of time. These 'outages' have often affected all 2,500 council users at once, and the SAN issue that was encountered in February 2010 lasted 6 days. Since that time there have been several outages that have lasted for around 1 day.

Therefore there is a significant potential improvement in staff productivity by implementing this programme.

While it is difficult to predict such events, the experience over the past 12 months has been that if nothing were done, the council would remain vulnerable to several such outages each year into the future. The work will not eliminate all such occurrences, but will make them fewer in number, more pro-actively managed and more quickly resolved.

3.2 Capital Costs

In this section, the following have been outlined to support the one-off implementation of the required changes:

- Costs, including software, hardware and external resources, either to support the implementation or to provide backfill to enable Council officers to progress the implementation; and
- Internal resource requirements, though these have not been costed unless specific backfill requirements have been identified.

The full Stability programme is estimated to cost circa £2.25m in terms of ICT staff time. Whilst this amount is already covered by the ICT staff budgets it is worthwhile noting that this amount of effort is being expended on Stability that would otherwise be utilised on service improvement activities and delivering business as usual activities.

Once the Stability programme is complete some of the expended effort will be utilised on capital improvement projects further reducing the draw down on existing revenue staff costs.

The entire Stability programme has been sub-divided into 10 workstreams. Of these, five were identified as top priority as outlined in Section 2 above, and are considered

for completion in 2011-12. A further five workstreams have been de-prioritised until 2012-13, and it is anticipated that these will be funded from the ICT Infrastructure rolling capital programme in that year.

The schedule has some external dependency costs. The programme requires additional resources from external suppliers, the purchase of new systems, additional modules and upgrades, as well as one-off programme and project management and technical contractor costs, and is estimated to cost a total of £719k of capital funding in 2011-12. This will be covered by:

- £160K from the existing ICT Infrastructure capital rolling programme
- £559K additional capital funding in 2011/12.

3.3 Summary

The above is summarised in the following table:

	Existing ICT Infrastructure Capital 11/12 Budget (£000)	Additional Capital Required 11/12 (£000)	Additional Capital Required 12/13 (£000)
Provision of new infrastructure and implementation	160	294	206
Programme Director (contractor)	0	100	0
2x Senior Technical Analyst (contractors)	0	99	33
Project Manager (contractor)	0	66	0
Total	160	559	239

3.4 Financial Profile

The following table outlines the capital cost profile for the ICT Stability Programme, based on the implementation plan in Section 4. Revenue costs shown represent the ongoing cost of capital, if funded via borrowing.

Cost Profile	2011-12	2012-13	2013-14	2014-15	2015-16
Capital Costs	£559,000	£239,000	£0	£0	£0
Revenue Impact (cost of borrowing and MRP)	£28,733	£152,817	£200,617	£200,617	£200,617

4 Implementation

4.1 Timescales

An implementation schedule is shown on the following page as Section 4.3. The ten workstreams of the ICT Stability Programme, plus the ongoing workstream required to ensure security compliance for CBC, are shown shaded in green, while the parallel business projects are shown shaded in purple. Together with current minor projects this represents the entire ICT project workload, and can therefore show how the ICT Stability Programme can be successfully delivered alongside the other ICT priority demands.

4.2 Governance

It is vitally important that ICT implements good project governance controls alongside this programme to ensure that changing priorities can be met. The project management will follow the council's PRINCE2-based methodologies, and the programme management will use the corresponding MSP (Managing Successful Programmes) methodologies.

Overlaying these standards, a new ICT Governance model is already being established to exercise the necessary controls over new project requests from across the authority, and to manage the detailed allocation of ICT resources across all the competing projects, as well as the business-as-usual demands of running an ICT Service.

4.3 Complete ICT Project Schedule, including ICT Stability Programme

Updated 18/07/2011	v2.4				2011						2012										
Consolidated ICT Project Schedule	CMT Approve Date	Sponsor	BRM	ICT PM	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	
Major Projects																					
Standard Operating Procedures	22-Jun	Clive Jones	GR	MD	Priority A						Priority B										
Citrix Improvements	22-Jun	Clive Jones	GR	MD				Priority A						Priority B							
Application Fault rectification	22-Jun	Clive Jones	GR	MD	Priority A																
Microsoft Improvements	22-Jun	Clive Jones	GR	MD				Priority A						Priority B							
SAN and Storage Improvements	22-Jun	Clive Jones	GR	MD	Priority A						Priority B										
CoCo 2012	22-Jun	Clive Jones	GR	MD	Priority A																
ICS replacement	22-Jun	Clive Jones	BB	(BB)	Planned Project Work - delivery progressing																
RP203 - Adult Services Financials	22-Jun	Nick Murley	BW	BW	Planned Project Work - delivery progressing																
IDOX - IEMPS and ECM V10 doc migration	22-Jun	Jane Moakes	BV	BV	Planned Project Work - delivery progressing																
ECM - Opentext Upgrade to version 10	22-Jun	Clive Jones	DJ		Planned Project Work - delivery progressing																
ECM - ESCR, Children	22-Jun	Catherine Parry	BB		Planned Project Work - delivery progressing																
Web Phase 1	22-Jun	Georgina Stanton	DJ	IP	Planned Project Work - delivery progressing																
Web Phase 2 - Schools portal	22-Jun	Georgina Stanton	DJ	IP	Planned Project Work - delivery progressing																
AIS and FACE	22-Jun	Nick Murley	BW		Planned Project Work - delivery progressing																
ECM - ESCR, Adults	22-Jun	Nick Murley	BW		Planned Project Work - delivery progressing																
SAP OCR invoice scanning	22-Jun	Charles Worboys	DJ	BW	Planned Project Work - delivery progressing																
Swipe	22-Jun	Nick M / C Parry	BW/B	BB	Planned Project Work - delivery progressing																
SAP Optimisation	22-Jun	John U / Deb C	DJ		Planned Project Work - delivery progressing																
Contact Centre Call Recording	22-Jun	Deb Clarke	DJ	LA	Planned Project Work - delivery progressing																
CRM Phase 1	22-Jun	Deb Clarke	DJ	(BB)	Planned Project Work - delivery progressing																
Minor Projects																					
CRG																					
CBC Music Service Web Site	14-Jul	Helen Redding	BB	KM	Planned Project Work - delivery progressing																
Liberata Service	14-Jul	Gary Muskett	DJ	(BS)	Planned Project Work - delivery progressing																
Property Flexible Working Trial	14-Jul	Deborah Hoy	DJ		Planned Project Work - delivery progressing																
BDUK Broadband bid	15-Jul	James Cushing	BV		Planned Project Work - delivery progressing																
Key:					Key:																
ICT Stability					Requires clarity around scope / resourcing (shading = partial resource)																
Major Business Projects					Planned Project Work - delivery progressing																
Minor Business Projects																					

5 Next Steps

5.1 Existing Capital Scheme

In the 2011 – 2012 Capital budget planning process it was identified that ongoing investment in the council's ICT infrastructure was required, and an existing scheme of £856,000 was proposed and approved by the Executive for an ICT Infrastructure Programme as part of the overall Capital programme for 2011 -2012.

The majority of this programme has already been spent or allocated, but £160,000 was intended to be spent on areas that have now become part of the ICT Stability Programme.

5.2 Proposed Capital Scheme Variation

Executive are now requested to vary this capital scheme allocation by £559,000 to £1,415,000 to enable the ICT Stability Programme to proceed. In the meantime for expediency, initial work on the programme has already started, utilising the £160,000 in the existing scheme.

5.3 Proposed Procurement Process

The work packages within the ICT Stability Programme in themselves are not large enough to amount to contract values that are over the EU threshold limit and therefore will not be subject to European Tendering procedures (OJEU). Contracts will be awarded through tendering under existing approved procurement frameworks and with existing suppliers under existing contract arrangements.

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**Central Bedfordshire Council
Forward Plan of Key Decisions
1 October 2011 to 30 September 2012**

- 1) During the period from **1 October 2011 to 30 September 2012**, 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:

Cllr James Jamieson	Leader of the Council and Chairman of the Executive
Cllr Maurice Jones	Deputy Leader and Executive Member for Corporate Resources
Cllr Mark Versallion	Executive Member for Children’s Services
Cllr Mrs Carole Hegley	Executive Member for Social Care, Health and Housing
Cllr Ken Matthews	Executive Member for Sustainable Communities – Strategic Planning and Economic Development
Cllr Brian Spurr	Executive Member for Sustainable Communities - Services
Cllr Mrs Tricia Turner MBE	Executive Member for Economic Partnerships
Cllr Richard Stay	Executive Member for External Affairs

- 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 Committee Services Manager, 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
15 March 2011	03 March 2011
05 April 2011	24 March 2011
31 May 2011	19 May 2011
12 July 2011	30 June 2011
23 August 2011	11 August 2011
4 October 2011	22 September 2011
15 November 2011	3 November 2011
6 December 2011	24 November 2011
10 January 2012	22 December 2011
14 February 2012	2 February 2012
27 March 2012	15 March 2012
15 May 2012	3 May 2012

Central Bedfordshire Council

Forward Plan of Key Decisions for the period 1 October 2011 to 30 September 2012

Key Decisions

Date of Publication: 15 September 2011

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.	Central Bedfordshire Shadow Health and Wellbeing Board -	To establish a Central Bedfordshire Shadow Health and Wellbeing Board.	4 October 2011	Design and implementation plans for the Shadow Board have been through engagement and information sharing with statutory partners. A wider stakeholder engagement event to include other partners is planned for Autumn 2011.	Report Terms of Reference	Executive Member for Economic Partnerships Comments by 03/09/11 to Contact Officer: Patricia Coker, Head of Service, Partnerships - Social Care, Health & Housing Email: patricia.coker@centralbedfordshire.gov.uk Tel: 0300 300 5521
2.	Options for determining Fostering Allowances -	To consider the options for determining Fostering Allowances.	4 October 2011	Consultation will take place with existing Foster Carers. Being a web-based consultation it will also be open to the public and prospective fosterers. The Consultation will run throughout July.	Report	Executive Member for Children's Services Comments by 03/09/11 to Contact Officer: Catherine Parry, Assistant Director, Children's Services Operations Email: catherine.parry@centralbedfordshire.gov.uk Tel: 0300 300 6441

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.	Leaving Care Allowance Option Paper -	To consider the Leaving Care Allowance Option Paper.	4 October 2011	Consultation in July and August 2011 with Children in Care Council and with Looked After Children pending parental permission issues being resolved.	Report	Executive Member for Children's Services Comments by 03/09/11 to Contact Officer: Catherine Parry, Assistant Director, Children's Services Operations Email: catherine.parry@centralbedfordshire.gov.uk Tel: 0300 300 6441
4.	Central Bedfordshire Local Development Scheme -	To agree the broad scope of new planning policy documents for Central Bedfordshire and the timetable for their production.	4 October 2011	Documents referred to in the Local Development Scheme will be subject to separate consultation in line with statutory requirements.	Central Bedfordshire Local Development Scheme	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 03/09/11 to Contact Officer: Richard Fox, Head of Development Plan Email: richard.fox@centralbedfordshire.gov.uk Tel: 0300 300 4105
5.	Central Bedfordshire Housing Allocations Policy -	To formally adopt the Sub-Regional Allocations Policy as Central Bedfordshire's Allocation Policy and to adopt the changes made to the Sub-Regional Allocations Policy.	15 November 2011		Report	Executive Member for Social Care, Health and Housing Comments by 14/10/11 to Contact Officer: Tony Keaveney, Assistant Director Housing Services Email: tony.keaveney@centralbedfordshire.gov.uk Tel: 0300 300 5210

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)
6.	Minerals and Waste Core Strategy: Pre-Submission Consultation -	To consider the Minerals and Waste Core Strategy.	15 November 2011		Report	Executive Member for Sustainable Communities - Services Comments by 14/10/11 to Contact Officer: Roy Romans, Minerals and Waste Team Leader Email: roy.romans@centralbedfordshire.gov.uk Tel: 0300 300 8307
7.	Economic Development Plan -	To recommend to full Council to approve the Central Bedfordshire Economic Development Plan.	15 November 2011	13 week consultation from 8 June 2011, to include focus groups, workshops, key stakeholder meetings and web based consultation.	Draft final Economic Development Plan	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 14/10/11 to Contact Officer: James Cushing, Head of Economic Policy Email james.cushing@centralbedfordshire.gov.uk Tel: 0300 300 4984
8.	Adult Social Care Health and Housing Safeguarding Vulnerable Adults Peer Challenge -	To consider the Adult Social Care Health and Housing Safeguarding Vulnerable Adults Peer Challenge final report.	15 November 2011		Local Government Group Safeguarding Vulnerable Adults Peer Challenge final report	Executive Member for Social Care, Health and Housing Comments by 14/10/2011 to Contact Officer: Stuart Rees, Assistant Director Adult Social Care Email: stuart.rees@centralbedfordshire.gov.uk Tel: 0300 300 6339

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)
9.	Review of Capital Programme -	To consider the review of the Capital Programme.	15 November 2011		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 14/10/11 to Contact Officer: Interim Assistant Chief Executive - Resources Email: john.unsworth@centralbedfordshire.gov.uk Tel: 0300 300 5875
10.	Fairer Charging - Phase 2 -	To receive an update on phase 2 fairer charging and to make a decision on the introduction of weekly charge for Telecare Services.	15 November 2011	Current Telecare users (individual letter and survey); Stakeholder Groups and Public (email and web-based survey) 15 August 2011 – 4 November 2011.	Report Consultation document containing proposals Analysis of consultation responses	Executive Member for Social Care, Health and Housing Comments by 14/10/11 to Contact Officer: Tim Hoyle, Head of Business Systems Email: tim.hoyle@centralbedfordshire.gov.uk Tel: 0300 300 6065
11.	'Central Direct' Channel Shift Business Case -	To consider the capital investment for the Channel Strategy proposal.	15 November 2011		Capital Investment for Channel Strategy Proposal	Deputy Leader and Executive Member for Corporate Resources Comments by 14/10/11 to Contact Officer: Trisha Chapman, Programme Manager Email: trisha.chapman@centralbedfordshire.gov.uk Tel: 0300 300 4657

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)
12.	To Award the Electricity Supply Contract for Council House Communal Areas and Car Parks -	To seek approval for the Director of Social Care, Health and Housing to be granted delegated powers to award the electricity supply contract for Council House communal areas and car parks when the contract is re-tendered as the quotes will only be valid on the day of submission.	15 November 2011		Report	Executive Member for Social Care, Health and Housing Comments by 14/10/11 to Contact Officer: Alec Edgar, e-Procurement Manager Email: alec.edgar@centralbedfordshire.gov.uk Tel: 0300 300 6182
13.	Land Purchase Options in Flitwick Town Centre -	To consider the land purchase options in Flitwick Town Centre.	15 November 2011		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 14/10/11 to Contact Officer: Peter Burt, MRICS, Head of Property Assets Email: peter.burt@centralbedfordshire.gov.uk Tel: 0300 300 5281

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)
14.	Quarter 2 Budget Monitoring -	To consider the quarter 2 budget monitoring report.	6 December 2011		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 05/11/11 to Contact Officer: Charles Warboys, Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147
15.	Draft Budget 2012/13 -	To consider the draft budget for 2012/13.	6 December 2011		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 05/11/2011 to Contact Officer: Charles Warboys, Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147
16.	Woodside Link -	To agree to an increase in capital spending to facilitate the Woodside Link as it is a key piece of infrastructure.	6 December 2011		Report	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 05/11/2011 to Contact Officer: Jim Tombe, Transport Strategy Email: jim.tombe@centralbedfordshire.gov.uk Tel: 0300 300 6344

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)
17.	Award of the Housing Responsive Maintenance and Void Repairs Contract -	To award the housing responsive maintenance and void repairs contract.	10 January 2012		Report	Executive Member for Social Care, Health and Housing Comments by 09/12/11 to Contact Officer: Basil Quinn, Housing Asset Manager Performance Email: basil.quinn@centralbedfordshire.gov.uk Tel: 0300 300 5118
18.	Outcome of the Review of Children's Centres -	To consider the outcome of the review of children's centres.	10 January 2012		Report	Executive Member for Children's Services Comments by 09/12/2011 to Contact Officer: Catherine Parry, Assistant Director, Children's Services Operations Email: catherine.parry@centralbedfordshire.gov.uk Tel: 0300 300 6441
19.	Budget 2012/13 -	To recommend to Council the proposed budget for 2012/13.	14 February 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 13/01/12 to Contact Officer: Charles Warboys, Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147

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)
20.	Localism Bill -	To consider the Localism Bill and the delivery through the Community Strategy.	14 February 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 13/01/12 to Contact Officer: Peter Fraser, Head of Partnerships & Performance Email: peter.fraser@centralbedfordshire.gov.uk Tel: 0300 300 6740
21.	Review of Central Bedfordshire Council Library Service -	Approval is sought to: A: agree the Central Bedfordshire vision for the Libraries Service; and B: agree a sustainable model of future Library Service provision.	27 March 2012	Throughout May/June a series of focus groups and workshops with service users and partners and stakeholders. From July – September/October a formal consultation for a minimum of 13 weeks on the vision and potential service delivery models.	Emerging vision, core service offer and aspiration Libraries Service Review Report Outcomes from consultation process Equality Impact Assessment	Executive Member for Sustainable Communities - Services Comments by 26/02/12 to Contact Officer: Kate McFarlane, Head of Community Regeneration & Adult Skills Email: kate.mcfarlane@centralbedfordshire.gov.uk Tel: 0300 300 5858

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)
22.	Community Safety Partnership Priorities and the Community Safety Partnership Plan for 2012-2013 -	To adopt the Community Safety Partnership Priorities and the Community Safety Partnership Plan for 2012-2013.	27 March 2012	Strategic Assessment & Partnership Plan will be considered at the Community Safety Partnership Executive meeting in November/December, Overview and Scrutiny Committee and the Local Strategic Partnership.	Strategic Assessment Priorities & Community Safety Partnership Plan 2012-2013	Executive Member for Sustainable Communities - Services Comments by 26/02/12 to Contact Officer: Jeanette Keyte, Community Safety Manager Email: jeanette.keyte@centralbedfordshire.gov.uk Tel: 0300 300 5232
23.	Food Law Enforcement Service Plan 2012-2013, Age Restricted Sales Plan 2012-2013 and the Health and Safety (as a Regulator) Service Plan 2012-2013 -	To approve the Food Law Enforcement Service Plan 2012-2013, Age Restricted Sales Plan 2012-2013 and the Health and Safety (as a Regulator) Service Plan 2012-2013.	27 March 2012		Central Bedfordshire Enforcement Policy; FSA Framework Agreement on Local Authority Food Law Enforcement; Food Law Code of Practice (England); HSE Section 18 Standard on Enforcement	Executive Member for Sustainable Communities - Services Comments by 26/02/12 to Contact Officer: Susan Childerhouse, Head of Public Protection (North) Email: susan.childerhouse@centralbedfordshire.gov.uk Tel: 0300 300 4394

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.	Leighton Buzzard Town Centre Planning and Development Briefs -	To endorse the planning document for two sites as Interim Technical Guidance for Development Management Purposes.	27 March 2012	Statutory consultation procedure to be carried out in Autumn 2011.	Leighton Buzzard Town Centre sites Planning and Development Briefs	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 26/02/12 to Contact Officer: Liz Wade, Assistant Director Economic Growth and Regeneration Email: liz.wade@centralbedfordshire.gov.uk Tel: 0300 300 6288
25.	Brewers Hill Road Sites, Dunstable Regeneration -	To adopt the plans for the Brewers Hill Road sites as a Supplementary Planning Document or endorsement as Interim technical guidance for Development Management Purposes.	27 March 2012	Statutory consultation procedure to be carried out in November/December 2011 via exhibitions, meetings and questionnaires.	Brewers Hill Road sites, Dunstable Development Brief	Deputy Leader and Executive Member for Corporate Resources, Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 26/02/12 to Contact Officer: Peter Burt, MRICS, Head of Property Assets or Andy Lewis, Major Projects Officer Email: peter.burt@centralbedfordshire.gov.uk Tel: 0300 300 5281 or andy.lewis@centralbedfordshire.gov.uk Tel: 0300 300 5526

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)
26.	Quarter 3 Budget Monitoring -	To consider quarter 3 budget monitoring report.	27 March 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 26/02/12 to Contact Officer: Charles Warboys, Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147

NON KEY DECISIONS

27.	Quarter 1 Performance Report -	To receive quarter 1 performance report.	4 October 2011		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 03/09/11 to Contact Officer: Elaine Malarky, Head of Programmes & Performance Management Email: elaine.malarky@centralbedfordshire.gov.uk Tel: 0300 300 5517
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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)
28.	Outcome of the Disability Review Children's Services -	A review of the non schools provision for disabled children is on going during September to December 2011. There may be need for structural changes which would form the content of an Executive report.	10 January 2012		Report	Executive Member for Children's Services Comments by 09/12/11 to Contact Officer: Catherine Parry, Assistant Director, Children's Services Operations Email: catherine.parry@centralbedfordshire.gov.uk Tel: 0300 300 6441
29.	Quarter 2 Performance Report -	To receive quarter 2 performance report.	10 January 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 09/12/11 to Contact Officer: Elaine Malarky, Head of Programmes & Performance Management Email: elaine.malarky@centralbedfordshire.gov.uk Tel: 0300 300 5517
30.	Quarter 3 Performance Report -	To receive quarter 3 performance report.	27 March 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 26/02/12 to Contact Officer: Elaine Malarky, Head of Programmes & Performance Management Email: elaine.malarky@centralbedfordshire.gov.uk Tel: 0300 300 5517

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**

For the Municipal Year 2011/12 the Forward Plan will be published on the fifteenth day of each month or, where the fifteenth day is not a working day, the working day immediately proceeding the fifteenth day, or in February 2012 when the plan will be published on the fourteenth day:

Date of Publication	Period of Plan
15.04.11	1 May 2011 – 30 April 2012
13.05.11	1 June 2011 – 31 May 2012
15.06.11	1 July 2011 – 30 June 2012
15.07.11	1 August 2011 – 31 July 2012
15.08.11	1 September 2011 – 31 August 2012
15.09.11	1 October 2011 – 30 September 2012
14.10.11	1 November 2011 – 31 October 2012
15.11.11	1 December 2011 – 30 November 2012
15.12.11	1 January 2012 – 31 December 2012
13.01.12	1 February 2012 – 31 January 2013
14.02.12	1 March 2012 – 28 February 2013
15.03.12	1 April 2012 – 31 March 2013

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Meeting: Executive

Date: 4 October 2011

Subject: A new Plan-making Programme for Central Bedfordshire

Report of: Cllr Ken Matthews, Executive Member for Sustainable Communities - Strategic Planning and Economic Development

Summary: The report sets out the scope and timetable for the production of future development plans for the Central Bedfordshire area, including specific reference to a new "Development Strategy" document and a Gypsy and Traveller Plan. These documents will, as necessary, refresh, update and roll forward the existing planning policy framework in Central Bedfordshire. Members are recommended to endorse the programme of work, attached at Appendix A.

Advising Officer: Alan Fleming, Acting Director of Sustainable Communities

Contact Officer: Trevor Saunders, Assistant Director Planning

Public/Exempt: Public

Wards Affected: All

Function of: Executive

Key Decision Yes

Reason for urgency/ exemption from call-in (if appropriate) N/A

CORPORATE IMPLICATIONS
<p>Council Priorities:</p> <p>The Council's priority to manage growth effectively relies on an overarching plan to direct development to the most appropriate areas and to set the principles by which development will be managed. The proposed Development Strategy and other elements of the plan-making programme will therefore be a key part of the Council's approach to new development.</p> <p>Financial:</p> <p>As previous experience shows, plan-making is expensive and considerable resources will need to be devoted in order to achieve a sound plan. However, the scale of the Council's investment should be seen in the context of the scale of new investment (new commercial and retail development as well as residential) into Central Bedfordshire that a Development Strategy will enable. In particular, the New Homes Bonus Scheme seeks to provide a powerful local incentive to support the development of new homes. A Development Strategy document will also enable a Community Infrastructure Levy (CIL) to be produced that will help lever in funding for new infrastructure to support development.</p>

The cost of plan-making should also be seen against the cost of the alternative approach of fighting public inquiries against inappropriate development. It is also worth noting that the previous plan-making work for Central Bedfordshire will provide an excellent foundation from which to start and will help minimise the extent of new work necessary.

In terms of new budget provision, producing the suggested new plans is likely to cost in the region of £300,000 per year for the next three years. This is the amount estimated based on an initial assessment of the work required and experience of previous plan-making activities in the north and south of Central Bedfordshire. In the early part of plan preparation expenditure is likely to focus on the costs of organising and undertaking consultation activities and evidence gathering. While some of the work can be undertaken in-house, consultants will need to be brought in for particular technical areas such as retail assessments and economic modelling where specific skills and expertise are required. Later in the project expenditure will revolve around preparing the document for Public Examination and the Planning Inspectorate's costs of the Examination and the Inspector's report. There may also be expenditure related to Neighbourhood Plans being produced, particularly the local referenda needed. While Central Government funding is available this will be limited and may not cover the full costs of producing plans. The Council will need to take a view at some stage on what role it will play in Neighbourhood Plans and what funding it is prepared to make available to local communities.

Further details of costs are being worked up alongside project plans for the individual plans produced, which will set out the necessary steps in more detail than the Plan-making Programme.

The additional cost has been identified as a budget pressure in the Medium Term Financial Plan from 2012/13 onwards for three years. Provision will also be needed to allow for the varying profile of costs throughout the period such as the high start-up costs of beginning evidence creation and the high final cost of the Planning Inspectorate's Public Examination costs.

Legal:

Once adopted the documents included within the plan-making programme will form part of the statutory Development Plan and will be the basis for consideration of planning applications. Until this happens the existing adopted documents will continue to set the planning framework.

Until 31 March 2012, the Luton and South Bedfordshire Joint Committee, (and not Central Bedfordshire Council) is the 'plan-making' authority for the Luton and southern Central Bedfordshire area and it will therefore be necessary to seek the agreement of the Joint Committee to this new programme of plan-making in the south of the Council area.

Risk Management:

The process of producing a Development Strategy and other planning policy documents is long and complex and high quality project management and risk management skills will be required. A project team is being put together to oversee the work.

Staffing (including Trades Unions):

Staff resources to undertake this project are largely in place. Any resource required can be accommodated within the existing staff structures and budgets.

Equalities/Human Rights:

The plans listed in the programme of plan-making will be subject to a specific Equalities Impact Assessment in order to comply with the relevant regulatory requirements.

Community Safety:

Planning policy can have an indirect influence on community safety through coordinating appropriate provision of community infrastructure and ensuring that individual development proposals take account of community safety issues.

Sustainability:

The new Development Strategy will have as its underlying basis the achievement and delivery of sustainable development. The plans listed in the programme of plan-making will be subject to a specific Sustainability Appraisal/Strategic Environmental Assessment in order to comply with the relevant regulatory requirements.

Summary of Overview and Scrutiny Comments:

Recommendations to the Executive from Sustainable Communities Overview and Scrutiny Committee meeting on 13 September 2011:

1. that the submission draft Gypsy and Traveller Document for the north of Central Bedfordshire, together with the underlying evidence base, be endorsed for development management purposes;
2. that all practicable means be taken to shorten the plan-making programme for the production of a Gypsy and Traveller Plan for Central Bedfordshire to the minimum necessary to comply with legislative requirements; and
3. that further details should be provided of the budget pressure of £300,000 identified in the Medium Term Financial Plan from 2012/13 per year for the next three years to produce the plans set out in the programme.

[In relation to recommendation 3, further information has been included within the "Financial Implications" section above.]

RECOMMENDATIONS:

1. that the Executive supports the preparation of the following plans:
 - Development Strategy
 - Gypsy and Traveller Plan
 - Site Allocations Plan and/or Neighbourhood Plans as appropriate;
2. that the Executive notes the attached programme of plan-making, which will formally represent the Local Development Scheme for Central Bedfordshire;

- 3. that, in respect of the northern part of Central Bedfordshire:**
- a) the Executive agrees the programme of plan-making for formal submission to the Secretary of State and, following approval, brings the programme into effect;**
 - b) the Director of Sustainable Communities in consultation with the Executive Member for Sustainable Communities - Strategic Planning and Economic Development, be authorised to make any minor changes to the programme of plan-making, both prior to formal submission and in response to any comments made by the Secretary of State.**
- 4. that, in respect of the southern part of Central Bedfordshire, the Executive recommends to the Luton and South Bedfordshire Joint Committee that it agrees the programme of plan-making for formal submission to the Secretary of State and, following approval, brings the programme into effect.**

Reason for Recommendation(s): To set the scope and timetable for future plan-making in Central Bedfordshire.

Executive Summary

The report sets out the scope and timetable for future plan-making activity in the Central Bedfordshire area, including specific reference to a new "Development Strategy" document and a Gypsy and Traveller Plan. These documents will, as necessary, refresh, update and roll forward the existing planning policy framework in Central Bedfordshire. Members are recommended to endorse the attached programme of work.

Background

1. In terms of planning policy there is currently a difference in approach between the northern and southern parts of Central Bedfordshire, derived from the arrangements of the legacy authorities. In the northern part of Central Bedfordshire there are adopted Core Strategy and Development Management Policies, Site Allocations Development Plan Documents (DPDs) and an emerging Gypsy and Traveller DPD which together provide a comprehensive development plan for that part of Central Bedfordshire.
2. In the southern part of Central Bedfordshire, formal responsibility for planning policy-making currently lies with the Luton and South Bedfordshire Joint Committee. The Joint Committee resolved on 29 July 2011 to write to the Secretary of State requesting a withdrawal of the submitted Joint Core Strategy. The reports considered by Central Bedfordshire Council's Executive on 12 July and 23 August 2011 provided more background on this issue. Providing a new approach to planning policy documents would have been necessary from 1 April 2012 in any event. However, the recent decision by the Joint Committee has created an increased impetus to proceed with single development plan coverage for the whole of Central Bedfordshire.

A changing national policy context

3. The Government has recently published a draft National Planning Policy Framework (NPPF), a document which seeks to radically condense the current suite of planning policy statements, guidance and circulars into a single streamlined document. It is intended to reflect the Government's top priority to promote sustainable economic growth and jobs and to increase the overall supply of housing. The Framework introduces a strong presumption in favour of sustainable development which will prevail where development plans are not up-to-date. The Framework also maintains the importance of the Green Belt and states that boundaries should only be altered in exceptional circumstances. The final NPPF is expected to be in place before the end of the year.
4. The Localism Bill, due to be enacted later this year, introduces a series of planning reforms including the abolition of Regional Strategies, new neighbourhood plans, the community right to build and some changes to the Community Infrastructure Levy.
5. An important element of the Localism Bill is the "duty to cooperate". The duty extends to local authorities and other service providers and is intended to ensure a joined-up approach to plan-making across administrative boundaries. In large part, the new duty is a response to the void left by the abolition of the regional and sub-regional tiers of the planning system, but it is also a recognition that key planning issues require a response that sometimes transcend administrative boundaries. The duty is likely to require a high level of cooperation on evidence gathering and plan-making between bodies on an ongoing basis through preparation of the plan.
6. This duty will also be important to Central Bedfordshire because of the geography of the area. Large settlements and their centres of commercial activity lie outside of Central Bedfordshire but exert a strong influence on it. Any plan for Central Bedfordshire needs to recognise the influence of surrounding areas and the realities of the employment and housing markets. Close co-operation on issues such as employment land, retail, housing provision and transport infrastructure will therefore be important.
7. Informal discussions have already taken place with many of the relevant parties. More formal arrangements, including Member discussions, will need to be put in place with the surrounding authorities, notably Bedford Borough Council, Milton Keynes Council and Luton Borough Council, building on existing or providing new joint working arrangements.

A new approach for Central Bedfordshire

8. In order to create a single planning framework for Central Bedfordshire the attached programme of work suggests a collection of new planning documents for the whole of the area should be produced by the Council covering the period to 2031. The attached document will constitute the Local Development Scheme (LDS) for Central Bedfordshire in terms of the regulatory requirements.

9. It is important that the new documents cover the whole of the Central Bedfordshire area. The previous arrangement, whereby Central Bedfordshire was split in two for plan-making purposes, was appropriate as an interim measure while the Joint Committee continued with the joint plan for growth in Luton and southern Central Bedfordshire. However, with plan-making responsibilities returning to Central Bedfordshire Council it is important and appropriate that the area is treated as a whole.
10. The main planning document proposed is a new "Development Strategy" document which will set out the overarching spatial strategy and development principles for the area together with more detailed policies to help determine planning applications.
11. The Development Strategy will address largely similar issues to those in the Core Strategy and Development Management Policies in the north, but will also consider the allocation of strategic development sites in the south. The main elements of the Development Strategy will be:
 - the strategic objectives for the area;
 - an overarching strategy for the location of new development;
 - the scale of new employment, housing and retail provision;
 - the identification of new strategic scale development sites;
 - the extent of new infrastructure required (linked to the proposed Community Infrastructure Levy (CIL));
 - the key areas within Central Bedfordshire where development will not be appropriate and where green infrastructure and biodiversity interests will take priority; and
 - a set of detailed policies to guide the consideration of new development proposals.
12. The indicative timetable shown on the attached programme shows consultation on a draft plan around next May with formal adoption in early 2014.
13. During this process it will be important not to undermine or diminish the important planning policy work already undertaken for the area, which will remain in place until it is formally replaced. However there will be an opportunity to refresh this work in light of the new circumstances, the new plan area and the aspirations for Central Bedfordshire.
14. For the northern part of Central Bedfordshire the new Development Strategy document will refresh and roll forward the existing adopted planning policy framework. However, the decision to undertake a new plan for Central Bedfordshire does not affect the validity of the adopted documents in the north of the area, which will continue to be the starting point and main consideration for development proposals. These adopted documents will remain part of the statutory Development Plan until they are formally replaced by the adoption of the new strategy.

15. For the southern part of Central Bedfordshire, the Development Strategy will replace the adopted Local Plan (adopted in 2004) and can utilise the existing evidence produced as part of work on the joint Core Strategy prepared by the Joint Committee. Until a new Development Strategy is adopted however, the Local Plan and joint Core Strategy, which was recently endorsed for Development Management purposes, will continue to set the planning context for decisions on planning applications.
16. In order to set out the opportunities for public involvement in the Development Strategy and other plans the Statement of Community Involvement (SCI) will also need to be updated and applied to the whole of Central Bedfordshire. This document is currently being updated and will be published for consultation in due course. Member scrutiny will take place through the Sustainable Communities Overview and Scrutiny Committee and/or the Development Strategy Task Force.

Non-strategic elements of the programme

17. Aside from the Development Strategy there is a need to address other more detailed aspects of planning policy. Provision for the Gypsy and Traveller and Travelling Showpeople communities is also an issue that might usefully be separated out from other aspects of the programme. Local authorities are required to assess the accommodation needs of Gypsies and Travellers alongside the settled population and to develop a strategy that addresses any identified unmet need.
18. Recent Government guidance re-emphasises the importance of delivering Gypsy and Traveller pitches in line with local need and has sought to mainstream provision alongside other community requirements. The Development Strategy document will therefore need to set the context for future Gypsy and Traveller and Travelling Showpeople provision. However, the consideration of detailed sites is something that can more appropriately be dealt with through a planning document dedicated to this issue.
19. Significant work on the identification of Gypsy and Traveller sites has already been undertaken in the north of Central Bedfordshire and rather than discard these advances in the provision of sites it is proposed that this work is banked and helps to underpin the new document for the whole of Central Bedfordshire Council. To further provide assurance in the north of Central Bedfordshire it may be appropriate to endorse the work undertaken to date on the preparation of the Development Plan Document for development management purposes until such time as the new district wide document is in place. Members are therefore asked to support the preparation of a Central Bedfordshire-wide Gypsy and Traveller plan to deliver the combined pitch requirement for the northern and southern parts of Central Bedfordshire to 2031.
20. In terms of the allocation of other non-strategic sites, the previous approach was to produce a separate Site Allocations plan that sought to identify suitable non-strategic sites for housing, employment and other uses. In the north the Site Allocations DPD was adopted in April 2011 and progress towards a similar document in the south was in its early stages.

21. However, changes to the Localism Bill and the National Planning Policy Framework (NPPF) mean that an alternative approach might need to be considered where a Site Allocations document was not produced. Instead, the alternative could be to enable a more “localist” approach to be considered whereby individual parishes or neighbourhoods bring forward potential development sites through neighbourhood plans, in accordance with the Development Strategy. Guidance would be provided for neighbourhoods through the new Development Strategy document while the actual allocation is dealt with at the local level in new Neighbourhood Plans. Officers are still exploring this option and it will need further consideration once the Localism Bill is enacted and the NPPF agreed. At this stage, a separate Site Allocations plan is not included in the plan-making programme but one could be added at a later stage should it be required.

Plan-making responsibility

22. Up to 31 March 2012, the Luton and South Bedfordshire Joint Committee remains the Local Planning Authority for plan-making purposes in southern Central Bedfordshire. This programme of planning policy work will therefore need to be considered and agreed by the Joint Committee or its Sub-Committee. It is therefore recommended that Members agree the programme of work insofar as it relates to the northern part of Central Bedfordshire and recommend to the Joint Committee, or its Sub-Committee, that it does the same for the southern part.

Conclusions

23. Members are recommended to endorse the attached programme of plan-making for Central Bedfordshire, including a Development Strategy document and a Gypsy and Traveller plan.
24. The programme of plan-making must be submitted to the Government (DCLG). It will come into effect four weeks after submission unless the Secretary of State intervenes or asks for more time. When it takes effect the Council is required to make copies available at the Council offices and publish it on the website.
25. Members should note the potential for significant changes to emerge through the Localism Bill and the new regulations that will support the Bill, as well as the new NPPF. It might be that the attached programme needs further reflection early next year when the implications of these changes for plan-making become clear. However, on the basis of the current situation Members are recommended to endorse the attached programme.

Appendices

Appendix A - Central Bedfordshire Plan-making Programme

Background Papers: (open to public inspection)

North Central Bedfordshire Core Strategy and Development Management Policies DPD

North Central Bedfordshire Site Allocations DPD

Luton and southern Central Bedfordshire Core Strategy (Pre-Submission version, November 2010)

Location of papers: www.centralbedfordshire.gov.uk/environment-and-planning/planning/ldf

Appendix A



A plan-making programme for Central Bedfordshire

September 2011

(Local Development Scheme for Central
Bedfordshire)

1.0 Introduction

- 1.1 The Planning and Compulsory Purchase Act 2004 requires each local planning authority to produce a Local Development Scheme (LDS), which is essentially a work programme for the preparation of new planning policy documents. This plan-making Programme represents the LDS for Central Bedfordshire.
- 1.2 This document covers the whole administrative area of Central Bedfordshire. It is the starting point for the community and other stakeholders in order to find out which planning policy documents the Council intends to produce, and the timescale for their preparation.

2.0 About the area

- 2.1 Central Bedfordshire comprises the former administrative areas of Mid Bedfordshire and South Bedfordshire Districts. It is a varied area containing a mixture of rural countryside, attractive villages, and small to medium sized towns. It is well connected, being traversed by the M1, A1, A5 and A6 as well as the East Coast Mainline, West Coast Mainline and the Midland Mainline. London Luton Airport is also in close proximity.
- 2.2 Much of the rural area is of high landscape and biodiversity value with extensive tracts of high-grade agricultural land. The Chilterns Area of Outstanding Natural Beauty covers a substantial part of the area while some land outside of the main towns and villages is designated as Green Belt.

3.0 Policy Framework and the requirement for a new Plan-making Programme

- 3.1 Following the formation of Central Bedfordshire Council as a unitary authority in April 2009, two separate Local Development Frameworks were progressed; one covering the area formerly administered by Mid Beds District Council and one covering Luton and the area formerly administered by South Beds District Council.
- 3.2 The withdrawal of the draft joint Luton and South Bedfordshire Core Strategy, and the publication of the draft Localism Bill and draft National Planning Policy Framework, means that the opportunity has arisen to consolidate the two separate frameworks into one. In the interim, the Development Plan for the former Mid Beds area will consist of the Regional Strategy, and the existing adopted Core Strategy and Development Management Policies DPD and Site Allocations DPD. For the former South Beds area, it will consist of the Regional Strategy and saved Structure Plan and Local Plan policies.

3.3 The decision to prepare a new plan for Central Bedfordshire means that a new LDS is required.

4.0 Proposed Development Plan Documents

4.1 This Programme focuses solely on the preparation of two Development Plan Documents (DPDs): the Central Bedfordshire Development Strategy and the Gypsy and Traveller Plan. The Council will also need to plan for the allocation of non-strategic scale sites, either through the preparation of Neighbourhood Plans or a Site Allocations plan. A decision regarding this issue will be made once the Localism Bill has been enacted and the National Planning Policy Framework agreed. Once a decision has been reached, a revision to this document may be required.

4.2 Following the Planning Act 2008, it is no longer necessary to include details of proposed Supplementary Planning Documents and other Local Development Documents within an LDS. Policies and designations will be illustrated on the Proposals Map which will be updated following adoption of each document.

Table 1: Central Bedfordshire Development Strategy

Central Bedfordshire Development Strategy	
Role and content	To set out the vision, strategic objectives and spatial strategy for the area up to 2031 and the policies for achieving the strategic vision. This will entail an assessment of general development needs together with the consideration of any necessary Green Belt reviews. The identification of strategic-scale development sites will also be considered.
Status	Development Plan Document
Chain of conformity	General conformity with regional and national planning guidance
Geographic coverage	The entire administrative area of Central Bedfordshire
Projected timetable and milestones	
Commencement (including SA Scoping Report)	September 2011
Evidence Gathering	October 2011 – April 2012
Consultation	May – June 2012
Consideration of consultation responses and produce revised Plan	July – November 2012
Publication stage	December 2012 – February 2013
Submission to Secretary of State	May 2013
Examination Hearings	September 2013
Receipt of Draft Inspector’s Report	December 2013
Adoption	February 2014

Arrangements for production	
Management arrangements	Decisions will be taken by Central Bedfordshire Council's Executive. Day to day management of process by Head of Development Planning and Housing Strategy.
Resources required	Officers from the Development Planning team with input as necessary from other teams and departments. Consultants may be used for specific aspects of the work.
Stakeholder and Community Involvement	The Statement of Community Involvement sets out the standard mechanisms for community involvement. This DPD will be prepared in light of the views of the community and other stakeholders
Monitoring and review mechanisms	Monitored on an annual basis as part of the Annual Monitoring Report.

Table 2: Gypsy and Traveller Plan

Gypsy and Traveller Plan	
Role and content	To identify the Council's approach to the provision of additional Gypsy and Traveller pitches and sites, including the allocation of new sites if required.
Status	Development Plan Document
Chain of conformity	Conformity with the Central Bedfordshire Development Strategy and general conformity with regional and national planning guidance
Geographic coverage	The entire administrative area of Central Bedfordshire
Projected timetable and milestones	
Commencement (including SA Scoping Report)	January 2012
Evidence Gathering	February – September 2012
Consultation	October - November 2012
Consideration of consultation responses and produce revised Plan	December 2012 – April 2013
Publication stage (Regulation 27)	May – June 2013
Submission to Secretary of State	September 2013
Examination Hearings	January 2014
Receipt of Draft Inspector's Report	April 2014
Adoption	June 2014
Arrangements for production	
Management arrangements	Decisions will be taken by CBC Executive. Day to day management of process by Head of Development Planning and Housing Strategy.

Resources required	Officers from the Development Planning team with input as necessary from other teams and departments. Consultants may be used for specific aspects of the work.
Stakeholder and Community Involvement	The Statement of Community Involvement sets out the standard mechanisms for community involvement. This DPD will be prepared in light of the views of the community and other stakeholders
Monitoring and review mechanisms	Monitored on an annual basis as part of the Annual Monitoring Report.

- 4.3 In order to inform the preparation of policy documents, the Council has undertaken a large number of background technical studies. These will be refreshed and updated periodically as necessary. In preparing these policy documents, the Council will have regard to a number of different strategies. These include the Sustainable Community Strategy (SCS) and others covering topic areas such as education, health, social inclusion, waste, biodiversity, recycling and environmental protection, local housing strategies and transport plans.
- 4.4 The Council will seek to work closely with neighbouring authorities on the preparation of policy documents. Technical studies maybe undertaken jointly where this is deemed to be appropriate.

5.0 Project Management

- 5.1 In order to ensure that the preparation of the Core Strategy is undertaken in a focussed and coherent manner, a project management approach is being taken to the coordination of the work. To this end a Plan-making Programme Project Management Gantt Chart has been drawn up. This is set out in Figure 1.
- 5.2 The Gantt Chart identifies how the documents will be prepared and when key milestones are expected to be met.
- 5.3 The project management approach, using the Project Management Gantt Chart, will enable the undertaking of clear and accurate monitoring which will inform the Annual Monitoring Report (AMR). This process will feed into the regular review of the Plan-making Programme and ensure that it continues to be relevant and up-to-date.

Figure 1: Timeline for plan preparation

	2011				2012												2013												2014																																	
Month	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N																							
Central Bedfordshire Development Strategy	Commencement	Evidence Gathering	Evidence Gathering	Evidence Gathering	Evidence Gathering	Evidence Gathering	Evidence Gathering	Evidence Gathering	Reg 25	Reg 25	Reg 25	Reg 25	Reg 25	Reg 25	Reg 25	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27												
Gypsy and Traveller Plan				Commencement	Evidence Gathering	Evidence Gathering	Evidence Gathering	Evidence Gathering	Evidence Gathering	Evidence Gathering	Evidence Gathering	Evidence Gathering	Evidence Gathering	Evidence Gathering	Evidence Gathering	Reg 25	Reg 25	Reg 25	Reg 25	Reg 25	Reg 25	Reg 25	Reg 25	Reg 25	Reg 25	Reg 25	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27	Reg 27

Development Plan Documents

- Commencement
- Evidence Gathering
- Formal Consultation (Reg 25)
- Consideration of consultation responses
- Publication stage (Reg 27)
- Submission
- Examination
- Inspectors Report
- Adoption

Commencement	Red
Evidence Gathering	Orange
Formal Consultation (Reg 25)	Blue (Reg 25)
Consideration of consultation responses	Yellow
Publication stage (Reg 27)	Pink (Reg 27)
Submission	Grey (S)
Examination	Cyan (E)
Inspectors Report	Green (R)
Adoption	Purple (A)

6.0 Risk Assessment

6.1 An analysis has been completed of the principal tasks associated with undertaking the preparation of planning policy documents. These risks, listed in Table 5 below, have been taken into consideration in devising this Programme and will be closely monitored.

Table 4: Key risks and mitigation measures

Key Risks/Owner	Action to Mitigate Risk and Comments	Risk Level
Challenging time-scales for preparing policy documents	<ol style="list-style-type: none"> Careful project management and regular review If necessary, adjustment of Programme through annual review. Prioritisation of other work <p>Uncertainty factors remain – e.g. the level of representations submitted on documents, time taken in Public Examination and reporting time, or if new issues arise requiring other documents to be prepared or the diversion of staff. Other factors identified in this assessment may also lead to delay to the timescales. There is no real slack in the timetable.</p>	Medium
Changing national policy context requiring reassessment of content of documents	<ol style="list-style-type: none"> Continual monitoring of planning policy climate Prompt action to align local policy 	High
Premature planning applications for sites resulting in staff being redeployed to deal with time-consuming appeals	<ol style="list-style-type: none"> Regular monitoring and review of progress with a view to delivery on schedule If necessary, allocate relevant officer(s) and/or appeals consultants. 	High
Too few staff, staff turnover, level of experience of staff and strong reliance on consultants	<ol style="list-style-type: none"> Scope for flexible use of staff from other teams Budget contingency fund 	Medium

Previously developed sites not being redeveloped because of lack of investment in essential infrastructure	Continue to exert pressure on government, Highways Agency and other bodies to ensure that essential infrastructure is in place and other blockages to development are removed to facilitate delivery . Current market downturn affects all development in the short term.	High
Financial resources	Regular budget monitoring.	Medium
Capacity of Planning Inspectorate (PINS) and other agencies to support the preparation of documents	Provide early warning to PINS and other agencies of timescales and requirements and develop good relationships with agencies through consultation.	Medium
Ensuring 'Soundness' of documents	Through preparing a good evidence base, good dialogue with the community/stakeholders in line with the SCI, regular liaison with Counsel and CLG.	Low
Legal Challenge	Through ensuring preparation of 'sound' documents.	Low

6.2 Plan-making bodies must prepare an Annual Monitoring Report (AMR) to assess their implementation of the plan-making, and the extent to which plan policies are being achieved. Such review will assess progress against targets and milestones in the Programme, with appropriate action being taken in the light of findings.

6.3 Changes to the Plan-making Programme will be reported in the AMR with complete revisions to the Programme only made where necessary.

7.0 Glossary

Development Plan: the Regional Spatial Strategy and the Development Plan Documents contained within a Local Development Framework constitute the statutory development plan.

Local Development Framework (LDF): a portfolio of Local Development Documents – it consists of Development Plan Documents, Supplementary Planning Documents, a Statement of Community Involvement, the Local Development Scheme and Annual Monitoring Reports

Local Development Document (LDD): the collective term for Development Plan Documents, Supplementary Planning Documents and the Statement of Community Involvement.

Development Plan Documents (DPD): a name given to a range of policy plans that are subject to independent examination, and are shown geographically on an adopted Proposals Map (discussed below).

Site Allocations: allocations of sites for specific or mixed uses or developments to be contained in Development Plan Documents. Policies will identify any specific requirements for individual proposals.

Development Management Policies: these constitute a suite of criteria-based policies, which are required to ensure that all development within an area meets the spatial vision and objectives set out in the Core Strategy. They may be included in any Development Plan Document or form a standalone document.

Proposals Map: the adopted proposals map illustrates on a base map at a registered scale all the policies contained in Development Plan Documents, together with any saved policies. It must be revised as each new Development Plan Document is adopted, and it should always reflect the up-to-date planning strategy for the area. Proposals for changes to the adopted proposals map accompany submitted development plan documents in the form of a submission proposals map.

Supplementary Planning Documents (SPD): provide supplementary information in respect of the policies in Development Plan Documents or a saved policy. They do not form part of the Development Plan and are not subject to independent examination.

Annual Monitoring Report (AMR): A public report to be produced by local authorities to assess their progress on implementation of the LDS and the effectiveness of the LDDs in terms of policy achievement.

Sustainability Appraisal (SA): a tool for appraising policies to ensure they reflect sustainable development objectives (i.e. social, environmental and economic factors) and required in the Act to be undertaken for all Local Development Documents (except the Statement of Community Involvement). This process incorporates the requirements of the Strategic Environmental Assessment Directive 2001/42/EC on the assessment of the effects of certain plans and programmes on the environment.

Examination: a local planning authority must submit a Development Plan Document for independent examination to the Secretary of State, publish a notice and invite representations, to be made within a specified period of at least six weeks.

Meeting: Executive
Date: 4 October 2011
Subject: Allowances for Foster Parents
Report of: Cllr Mark Versallion, Executive Member for Children's Services
Summary: This report sets out details of the payment of allowances for foster parents.

Advising Officer: Edwina Grant, Deputy Chief Executive/Director of Children's Services
Contact Officer: Catherine Parry, Interim AD Children's Services Operations
Public/Exempt: Public
Wards Affected: All
Function of: Executive
Key Decision No
**Reason for urgency/
exemption from call-in
(if appropriate)** Not applicable

CORPORATE IMPLICATIONS

Council Priorities:

Central Bedfordshire Council's Strategic Plan 2009-11, Priority 2 – Educating, protecting and providing opportunities for children and young people.

The Children and Young People's Plan 2011-2014, Priority 2 – Protecting children and keeping them safe.

Financial:

In 2010/11, the Council spent £736,387 on fostering allowances for in-house placements. The policy inherited from the legacy authority, Bedfordshire County Council, is that the rate of fostering allowances is used as the baseline for means-tested Residence Order Allowances, Special Guardianship Order Allowances and Adoption Order Allowances. Spend on these allowances in 2010/11 was £566,308. Therefore, total spend was £1,302,695. The impact of this decision will be a pressure within this needs-led budget of £59,659 as no inflation allowances were built into the current budget. This will be reported in monthly financial statements.

There has been no increase in the rate of allowances paid since 1 April 2009.

Legal:

The Children Act 1989 identifies a statutory duty for councils to provide sufficient accommodation in their local area and to provide maintenance for children who are looked after.

The Fostering Service (England) Regulations 2011, associated statutory guidance and national minimum standards outline the Council's responsibility to ensure that foster carers are given clear information about the allowances, fees and expenses available to them. The allowance must be sufficient to cover the cost of caring for a child placed with them and must be reviewed annually.

Risk Management:

Regulatory risks: Failure to provide a published policy would be a risk in the light of the new Fostering Service (England) Regulations 2011.

Child protection risks: Failure to recruit or retain sufficient foster carers would be a child protection risk.

Reputational risk: Recruitment of foster carers is a competitive market activity and has a high media profile.

Staffing (including Trades Unions):

There are no staffing implications from these proposals.

Equalities/Human Rights:

Fostering allowances must meet the cost of caring for a child. The allowance scheme must ensure that any additional costs incurred in caring for a disabled child or a child with other specific needs is met. An Equality Impact Assessment has been carried out and paying these allowances meets the requirements of the Assessment.

Community Safety:

There are no implications from these proposals.

Sustainability:

There are no implications from these proposals.

RECOMMENDATIONS:

That the Executive agrees:

- 1. the proposals for determining fostering and, subject to means testing, Adoption Order, Residence Order and Special Guardianship Order allowances as set out in this report and that the comments of foster carers arising from the annual consultation and the deliberations of the Corporate Parenting Panel are discussed annually; and**
- 2. to delegate to the Deputy Chief Executive/Director of Children's Services, in consultation with the Executive Member for Children's Services, the ability to make minor variations to the policy.**

Reason for Recommendations:	To meet the requirements of the Fostering Services (England) Regulations 2011.
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Background

1. The Council has a duty to pay a fostering allowance in respect of each child placed with an approved foster carer. Nationally, this allowance is expected to be set at or above the minimum rate recommended by Government. The allowance is to compensate for the additional expenditure of caring for the child, and is not a salary, fee or reward payment for the carer.
2. The Fostering Network (tFN) is a not for profit organisation representing and campaigning on behalf of foster carers. The Fostering Network publishes its recommended minimum allowance rates annually. The relevant legacy council, Bedfordshire County Council, had a policy of paying fostering allowances at 110% of the rate recommended by the Fostering Network. Central Bedfordshire Council adopted the allowance rates set at this level on 1 April 2009. No changes have been made since this date.
3. For 2010/11, the Fostering Network did not recommend any increase from 2009/10 payment rates, due to the Treasury predictions in respect of the Retail Price Index. For 2011/12, the Fostering Network recommended an increase of 5.1%. No action has yet been taken on this recommendation in 2011/12.
4. It is timely that this Council agrees its framework for allowances as there is a new requirement in the Fostering Services (England) Regulations 2011 that rates should be consulted upon annually.
5. The fostering service is a shared service hosted by Central Bedfordshire Council. Bedford Borough Council pays the total allowance for any child placed in a fostering arrangement or under an Adoption Order, Residence Order or Special Guardianship Order. The decision made by the Executive will be recommended to Bedford Borough Council although each Council could pay a different rate.

Comments

6. The Corporate Parenting Panel considered the options for determining foster allowances at its meeting on 5 September 2011 and recommended that option 1, which provides good payments for foster carers, be adopted.
7. The Children's Services Overview and Scrutiny Committee also supported option 1 at its meeting on 6 September 2011.

Options

8. To recruit sufficient foster carers to meet the needs of Looked After Children there is a periodic benchmark review of the allowances paid in Central Bedfordshire Council against the market competitors who also recruit carers in this area, i.e. other local authorities and independent fostering providers. The allowance paid may be a factor that impacts on Central Bedfordshire Council's ability to recruit new carers and retain existing carers. Benchmarking suggests that the recommendation in the report would maintain a competitive rate. The results of a fostering allowances survey, setting out the responses of foster carers, is attached at Appendix A.
9. There are different options which could be used to determine fostering allowances. These could include:
 - to continue with the current system of basing allowances on the annually published Fostering Network recommended rates, at or above its recommended rate (option 1);
 - consider an annual percentage change in allowance rates not linked to the Fostering Network rates, but to some other measure determined by the Council (option 2); or
 - adopt a tiered payments system which rewards the experience, training and skills of foster carers (option 3).
10. The benefits of option 1 which is the recommended option are:
 - it is a simple scheme which is transparent to carers and easy to administer;
 - the Fostering Network publish suggested rates six months before the new financial year, enabling timely budget planning;
 - it is considered the industry standard and the market rate supplement means the Council's allowances are competitive with other local authorities and independent providers who recruit carers in our area; and
 - current budget provision has been built on this level of expenditure.
11. The disadvantages of option 1 are:
 - the rates and annual uplift are not subject to the views of the Council and do not take account of local cost drivers or pressures;
 - the rates do not reward or incentivise foster carers who have experience or commit to training, develop skills or look after children with more complex behaviours; and
 - the annual uplift could add to budget pressures.

12. The views of foster carers on the three options were sought as part of the fostering allowances survey referred to in paragraph 6 above. Foster carers supported option 1 in that it showed that the majority of foster carers who replied were happy with the way that fostering allowances are currently set and reviewed. Alternative options, as set out below, suggested that it would be possible to continue with the current system or to consider a change to tiered allowances. 64% responded that they would wish to continue with the current system of allowances. As the majority supported this option, it is suggested that the Council continues to pay fostering allowances based on the annually published Fostering Network rates plus a locally determined market rate supplement.
13. In 2009/10 the market rate supplement was +10%. In 2010/11 there was no increase and in 2011/12 the uplift on the national minimum had fallen to + 4.6% due to no uplift having been offered. It is therefore suggested that for 2011/12 there is a return to the fostering network rate plus 10% applied retrospectively to April 2011.

Other Options Considered

14. Another option (option 2) was to continue with the current basic rate, but annually review allowances in line with a local measure determined by the Council. No foster carers preferred this option.
15. The benefits of this option are:
 - it is a simple scheme which is easy to administer;
 - any increase to rates is within the Council's control and can reflect local cost pressures or market rate needs; and
 - there is some transparency if the Council identifies the measure on which any increase/decrease has been based.
16. The disadvantages of this option are:
 - the Council would need to be transparent about the measure used to determine change which would be a local measure. This may be subject to challenge from foster carers if it is not comparable with industry recommendations;
 - the rates do not reward or incentivise foster carers who have experience or commit to training, develop skills or look after children with more complex behaviours; and
 - cost pressures may be or be perceived to be a factor in determining uplift and the outcome may not reflect the need to remain competitive in the market to recruit and retain carers.
17. A further option (option 3) was to develop a tiered payments scheme which provided for a basic allowance rate for all carers plus tiered payment levels reflecting their level of experience, training and skill. Fewer foster carers (36%) preferred this option.

18. The benefits of this option are:

- a tiered scheme is considered fairer to carers as it reflects and rewards their skills/ability and engagement with the fostering task;
- most of the market competitors are moving over to tiered payment schemes;
- a tiered scheme incentivises foster carers training and skills and therefore enables higher quality placements;
- application of transparent criteria for progression through the tiers is likely to be welcomed by foster carers; and
- yearly inflationary increases could be determined by the Council.

19. The disadvantages of this option are:

- this is a new payments scheme and a significant change to practice at a time when foster carers and staff are still embedding new legislation and requirements;
- as a new annual consultation is required, the scheme should be altered in the light of this consultation and therefore, delegations will be needed to avoid the policy being reset every year; and
- the ongoing operation of the scheme is more resource intensive in signing off carers' progression through the tiers.

20. The amounts paid for Adoption Order, Special Guardianship Order and Residence Order Allowances will be affected by this policy, as currently these are based on the basic rate of fostering allowance (subject to means test in most cases). There is scope in the future to change this if necessary but no recommendation to do so is being made, as there is no requirement to link these allowances to the rates paid for fostering allowance; the local authority can determine and publish a different rate of allowances if it wishes.

21. Additional allowances for exceptional activities are also paid as shown below:

Age	Weekly Standard Fostering Allowance	Weekly Disability Fostering Allowance	One-off Clothing Allowance	Holiday Allowance	Birthday and Festival Allowance	Fostering Network Rates
0-4	150.77	169.53	171.00	275.24	137.62	131.47
5-10	170.98	192.33	227.50	313.46	156.73	142.49
11-15	212.83	239.35	227.50	390.18	195.09	177.38
16+	259.97	292.31	446.00	474.60	237.30	226.74

15 carers are paid a weekly fee in addition to the allowance as they are part of schemes for teenagers with complex needs, or providing short breaks to children with disabilities. These fees are fully funded by a separate budget and carers are considered to be self-employed for tax purposes.

22. Adoption allowances paid for Adoption Orders, Special Guardianship Orders and Residence Orders will be paid on the same rate as the fostering allowance. It is suggested that these payments are based on the same rate, i.e. fostering allowance plus 10%. The difference is that these are means tested according to the Department for Education guidance.
23. This report sets out the preferred options as:
- the payment of the Fostering Network rate plus 10% be applied retrospectively to April 2011; and
 - the Fostering Network rate plus 10% be adopted by the Council for the payment of fees to foster parents, subject to means testing for adoption allowances, and this approach remain in operation until such a time as the majority of foster parents indicate in the annual consultation that it should be changed.

Appendices: Appendix A – Fostering Allowances Survey Results

Background Papers: None

Location of Papers: N/A

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APPENDIX A - Fostering Allowances Survey Results

There were 34 responses in total to the survey.
Valid percentages are based on the number of people that responded to the question.

Q1.Are you:

	Frequency	Percent	Valid Percent
A Foster Carer	33	97	97
Central Bedfordshire resident	1	3	3
Total	34	100	100

Q2.If you are a Foster Carer, how long have you been in this role?

	Frequency	Percent	Valid Percent
Less than 1 year	8	24	25
1-2 years	12	35	38
3-5 years	4	12	13
6-10 years	1	3	3
Over 10 years	7	21	22
Total	32	94	100
Missing	2	6	
Total	34	100	

Q3.If you are a Foster Carer, how happy or unhappy are you with the way Foster Carer allowances are currently set and reviewed?

	Frequency	Percent	Valid Percent
Very happy	3	9	9
Happy	15	44	47
Unhappy	7	21	22
Very unhappy	3	9	9
Don't know/ No opinion	4	12	13
Total	32	94	100
Missing	2	6	
Total	34	100	

Q3a.If you are unhappy with the way the current rates are set please say why.

Highly trained and skilled foster carers are not being rewarded	
I do not think current allowances reflect the skills and commitment to be a foster carer. They are not 'Professional' allowances.	
In no way compensates you for the amount of time/effort you put into fostering. A better rate would mean better retention as foster carers ultimately lowering recruitment costs.	
Individual circumstances are not taken into consideration. Previous allowances are not payable now and I am out of pocket and subsidise the council!	
There is very little flexibility with the allowance and I believe it does not take an individual child's need or the fostering family	
They do not cover the true cost of a family experience for children especially if we have to transport to school and extra playgroup sessions.	
Too much expected for us to do and end up paying out of your own pocket. Nobody does it to make money, but nobody wants to be worse off either. e.g. holidays where the extra money come from? I don't know a weeks holiday for £125 - if there is I'd like to know.	
We feel that children with drug or alcohol withdrawal should be treated the same as those under the disability allowance.	
With the cost of food and petrol and no increase in allowance for 2 years it does not look as though the council is committed.	

Q4.Three options have been identified for setting Foster Carer allowances in the future. Please indicate your most preferred method.

	Frequency	Percent	Valid Percent
Option 1: Continue with the current system based on allowances published annually by the Fostering Network recommended rates, with the option of a market rate supplement	21	62	64
Option 3: Consider a change of the current allowance system in favour of a tiered payments system which rewards the experience, training and skills of Foster Carers.	12	35	36
Total	33	97	100
Missing	1	3	
Total	34	100	

Note: No Foster Carers voted for Option 2

Q5.How far do you agree or disagree with the criteria for tier 1?

	Frequency	Valid Percent
Strongly agree	3	25
Agree	8	67
Disagree	1	8
Total	12	100

Q5a.If you disagree, please say why.

I believe this should again be based on the skills of the fostering family and the needs of each individual child. I have met first time carers with twice the skills of long term carers.

Q6.How far do you agree or disagree with the criteria for tier 2?

	Frequency	Valid Percent
Strongly agree	3	25
Agree	9	75
Total	12	100

Q7.How far do you agree or disagree with the criteria for tier 3?

	Frequency	Valid Percent
Strongly agree	6	50
Agree	5	42
Disagree	1	8
Total	12	100

Q7a.If you disagree, please say why.

Could joint carers pool learning activities towards their total? Could there be a one off reward if you have a child in placement for more than 6months - say M & S vouchers or similar?

Q8. If a tiered payments system was adopted for setting allowances, what support, if any, do you think you would need with this approach?

	Frequency	Percent
E- learning or distance learning	4	33
Formal training	3	25
External training	3	25
Support with meeting CWDC standards	2	17
Attending support groups	2	17
One:One learning activity with social worker	2	17
Other	2	17

Q8a.Other specified

Already reached this criteria

I have completed all training with my husband and update as needed

Q9.How important is the level of allowance you receive in your decision to be a Foster Carer?

	Frequency	Percent	Valid Percent
Very important	9	26	27
Important	19	56	58
Not very important	4	12	12
Not important at all	1	3	3
Total	33	97	100
Missing	1	3	
Total	34	100	

Q10. Do you have any other comments about Foster Carer allowances?

Allowances should not be set by local council but nationally with local allowances set on top.
Allowances are not realistic in terms of market rates. Not motivating to attract new foster carers. Rates, financially and perceptually still stuck in the 80's. Not up to date with current workforce.
As a single carer on pension credit I cannot afford to be out of pocket. I love fostering but for instance I live in a large house where foster children are not eligible for housing benefit so I am 'over-housed' and have to pay £410 each month and very large bills and the allowance barely covers my outgoings and disregards children!
Decent allowance for experienced foster carers - value our experience
Everyone should get the same we are all equal. We have to have enough money for the child's expenses. We should not be out of pocket for looking after someone else's child.
Fostering allowances should be more transparent and consistent. The rate is so poor, I am surprised any foster carers continue. You are relying on people's good nature. A structured professional wage would attract and retain professional foster carers.
Fostering has a major impact on the entire family. When it causes further financial difficulties it can put off families who could otherwise offer a great chance to a child in need.
How will this affect the legal agreement re: the 3 special guardianships we have with the department
I believe that full time foster carers should not be 'out of pocket' they should be rewarded for the excellent work they do.
I feel that allowances need to reflect the real cost of a LAC. All bills are rising rapidly and this needs to be reflected in the fostering allowances. This is the only way that you can attract and retain good carers.
I spend most of the allowance on the children so obviously the money is important. I am 'Friends and Family's' and 75 years old
I think we should have allowances and then a payment for the hard work we put in and for the extras that aren't catered for.
It is disappointing that you have assumed that if I favour Option 1, that I have no opinion on tiered payments. This questionnaire is flawed and should be resubmitted to all carers. How are the responses of various groups weighted?
It thought the allowance was to help look after the child - food, clothes, outings etc. None of the allowance states it is a payment
Need to revise the allowance paid for holidays as current amount discriminates against looked after children
The current system does not cover the true cost of a full family experience for young people in a placement. If it is cut it makes recruitment and retention of carers harder, if not impossible!
The vast majority of foster carers do not do the role for the allowances, however, I am convinced that many of the carers would not be able to do the role if it were not for the allowances they receive
There is no mention of it in the survey but a premium as is now in place for looking after a disabled child should remain.
They are okay but need to be in line with the job, which can be very difficult and there is quite considerable expense incurred.

Q11. Are you male or female?

	Frequency	Percent	Valid Percent
Female	26	76	79
Male	7	21	21
Total	33	97	100
Missing	1	3	
Total	34	100	

Q12. What is your age?

	Frequency	Percent	Valid Percent
18-29 yrs	1	3	3
30-44 yrs	11	32	32
45-59 yrs	17	50	50
60-64 yrs	2	6	6
65-74 yrs	2	6	6
75+	1	3	3
Total	34	100	100

Q13. Do you consider yourself to be disabled?

	Frequency	Percent	Valid Percent
No	33	97	97
Yes	1	3	3
Total	34	100	100

Q14. To which of these groups do you consider you belong?

	Frequency	Percent	Valid Percent
White British	28	82	85
Black or Black British	3	9	9
Other	2	6	6
Total	33	97	100
Missing	1	3	
Total	34	100	

Q14a. Other ethnicity specified

English
white/Irish

Town

	Frequency	Percent	Valid Percent
Bedford	11	32	39
Cambridgeshire	2	6	7
Flitwick	2	6	7
Leighton Buzzard	2	6	7
Amphill	1	3	4
Biggleswade	1	3	4
Dunstable	1	3	4
Hatch	1	3	4
Houghton Conquest	1	3	4
London	1	3	4
Lower Stondon	1	3	4
Luton	1	3	4
Maulden	1	3	4
Rushden	1	3	4
Westoning	1	3	4
Total	28	82	100
Missing	6	18	
Total	34	100	

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Meeting: Executive
Date: 4 October 2011
Subject: Transition to Adulthood for Care Leavers
Report of: Cllr Mark Versallion, Executive Member for Children's Services
Summary: This report sets out the policy for financial support for transition to adulthood for care leavers.

Advising Officer: Edwina Grant, Deputy Chief Executive/Director of Children's Services

Contact Officer: Catherine Parry, Interim Assistant Director Children's Services Operations

Public/Exempt: Public

Wards Affected: All

Function of: Executive

Key Decision Yes

**Reason for urgency/
exemption from call-in
(if appropriate)** N/A

CORPORATE IMPLICATIONS

Strong corporate parenting arrangements are central to improving all services for children and young people in care. All officers and Members of the Council are responsible for corporate parenting in line with current legislation and guidance. One of these core responsibilities is the support of care leavers financially.

Council Priorities:

Central Bedfordshire Council's Strategic Plan 2009-2011, Priority 2 - Educating, protecting and providing opportunities for children and young people (Looked After).

The Children and Young People's Plan 2011-2014, Priority 1 - Increased educational achievement and Priority 2 - Protecting children and keeping them safe.

Financial:

There are usually up to 20 young people receiving Leaving Care Allowance at any one time although these numbers may vary. The current budgetary provision is sufficient although this is a needs led budget.

Each young person will have their needs assessed as at Appendix A and the range would typically be from £2k to £4k.

Legal

The legal framework is laid out in The Children Act 1989, Looked After and Leaving Care Act 2000, Children and Young Persons Act 2008 and the new Care Planning, Placement and Case Review (England) Regulations implemented nationally in April 2011 ("Planning Transition to Adulthood for Care Leavers"). These include increased monitoring and contact requirements. The Human Rights Act 1998, Immigration and Asylum Act 1999, Immigration and Asylum and Nationality Act 2006 also impact on this work.

Two key legal judgements are:

- The Southwark Judgement (the Law Lords decreed that local authorities are obliged to offer accommodation to 16 and 17 year olds with identified needs above housing).
- The Barking and Dagenham Judgement (the Court of Appeal stated that the local authority had a duty to provide former relevant children (care leavers aged 18-21 years old) with accommodation to the extent that their welfare required it).

Risk Management:

There are no new risk management implications arising from the report. The function continues to be subject to announced and unannounced inspections and preparation for this is constantly ongoing.

Staffing (including Trades Unions):

There are no new staffing implications arising from this report. The current resources deployed enable the service to deliver all of its statutory responsibilities.

Equalities/Human Rights:

An Equality Impact Assessment has been undertaken. The review addresses the relevance of the difference in application of the grant entitlements to date for unaccompanied asylum seekers and ensures there are no risks to the council as a consequence, relating these entitlements to relevant immigration and human rights legislation. This policy will be subject to regular review and a regular consultation exercise with the Children in Care Council and current care leavers.

Community Safety:

There are no new community safety implications arising from this report.

Sustainability:

There are no new sustainability implications arising from this report.

RECOMMENDATIONS:

1. **that the policy for financial support for transition to adulthood for care leavers is agreed; and**

- | |
|--|
| <p>2. that any minor amendments required as a result of the annual consultation with care leavers, the Children in Care Council and the Corporate Parenting Panel be delegated to the Deputy Chief Executive/Director of Children's Services in consultation with the Executive Member for Children's Services.</p> |
|--|

Background

1. The current financial policy for care leavers was last refreshed in early 2009 by the legacy authority, Bedfordshire County Council, and it was subsequently adopted by Central Bedfordshire Council. New legislation and guidance requires the policy to be updated.
2. The publication of the "Planning Transition to Adulthood for Care Leavers" guidance in April 2011 extends the duties of the Council to care leavers. This policy relates specifically to care leavers whose legal status falls within one of the categories below, as laid out in The Children Act 1989:
 - Eligible young people: Young people who have been in care for at least thirteen weeks from the age of 14 and who are still in care (looked after) and are age 16 or 17. (Section 31 and Section 20).
 - Relevant young people: Young people who have left care and are aged 16 or 17 and were previously eligible or young people who are/were detained and were looked after for thirteen weeks immediately before being detained. (Section 23).
 - Former relevant young people: Young people aged 18 to 21, or 24 if they started a designated education course before the age of 21 and were previously either eligible or relevant, or both. (Section 23C).
3. Those who qualify are young people aged 16 to 21 who were looked after for less than thirteen weeks (after his or her 14th birthday), but more than twenty four hours after the age of 16 (Respite Care, Special Guardianships Orders, young people who have returned home [Section 20] for more than six months and young people who have been living at home for more than six months and his or her Section 31 Care Order is discharged) are entitled to advice, assistance and guidance. The aim of providing an advice, assistance and guidance service is to supplement the primary source of support that should come from the family with a 'safety net'. In situations where a 16 and 17 year old qualifying young person is unable to remain living at home before his or her 18th birthday they revert to, or become "a relevant young person".
4. Care leavers are particularly vulnerable to social exclusion as they usually make the transition to adulthood sooner than most young people. The Leaving Care Grant provides them with the secure financial support that any parent would usually afford their child. Appendix A outlines examples of the payments that might be made as a result of the young person's planning pathway plan.

5. Governance suggests that payments should mirror the types of support that families would usually provide. The policy should be flexible in its application and recognise the needs of the young person as an individual as they progress into adulthood, employment, training and further education.
6. Councils have a duty to support Looked After Children and care leavers to manage their financial resources and money, gradually helping them to take responsibility for themselves, but recognising that taking risks, making mistakes and needing second chances are all elements of that journey that most young people obtain support from their parents to address.
7. It is a statutory requirement that the Council begins to consider independence preparation for young people from the age of 16 onwards. This can continue up to the age of 25 years in some cases pending the young person's education, employment and training status. This provision is monitored through robust care planning processes and each young person will have an individual assessment made.
8. Young people and their support workers will be made fully aware of the financial support and entitlements that they will be able to access during their transition to adulthood.
9. Young people and those working with them will be made aware that a clear and transparent policy is in place and that it sets out what entitlements young people have, what conditions are attached to these and how any payments will be made.
10. The Schedule of Payments will set out how the Council, as a "good corporate parent", will assist the young people with financial support to achieve economic well being and make a positive and successful transition to adulthood.
11. As a minimum, the support will provide a leaving care maintenance allowance (equivalent to the prevailing Income Support/Job Seekers Allowance benefit rate) and the provision of a suitable and appropriate placement/accommodation or the financial means to secure the accommodation (up to the young persons 18th Birthday). Care leavers are not able to access any public funding through the benefits system until 18 years old.
12. The policy for payments will be accessible and be easily understood by young people. It will be published on the Council's website and a copy given to all Looked After Children and care leavers. Young people should be consulted with and asked to assist in the development of age appropriate versions of the publication of the published payments policy.
13. The published payments policy will set out how the Council will support the young person to enhance their life chances and make a successful transition to adulthood in collaboration with all of the corporate parenting partners including education and health.

Vulnerable Groups

14. Support will be available for specific groups of care leavers such as lone parents, detained young people in custody or hospital, disabled young people and unaccompanied asylum seeker children. Young people who may be in receipt of means tested benefits as a result of their vulnerability may also seek to change their entitlements.
15. Entitlements to young people, who have been placed at home, or returned home in a planned or emergency manner, will also be addressed in the context of their presenting legal status.

Governance

16. The policy should provide equity, and, in order to be transparent and ensure fair access, should be reviewed every year and be open to independent audit and scrutiny, including the Children In Care Council. The Children's Services Overview and Scrutiny Committee supported this report at its meeting on 6 September 2011. The Corporate Parenting Panel supported this report at its meeting on 5 September 2011. The Corporate Parenting Panel will consider feedback from young people and Children's Services staff on an annual basis when it looks at the consultation on this provision.

Recommendations

17. The Executive is recommended to agree:
 - a) the policy for financial support for transition to adulthood for care leavers; and
 - b) that authority for introducing any minor amendments required as a result of the annual consultation with care leavers and the Children in Care Council is delegated to the Deputy Chief Executive/Director of Children's Services in consultation with the Executive Member for Children's Services.

Appendices:

Appendix A – An Illustrative Model for Care Leavers to Support Their Transition to Adulthood

Background Papers: Nil

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APPENDIX A - Illustrative Model for Care Leavers to support their transition to adulthood.

Item	Current payments	Proposed payments	Comment
Setting up home allowance - independent living	£1,786.00	£1,786.00	For setting up home, including months rent and deposits for accommodation. Basic home care needs; Hoover, cooker, ironing board etc.
Clothing allowance per year spread over calendar months up to 18 years of age.	£240.00	£240.00	Up to 18 years.
Additional winter clothing allowance per annum, paid in October	£120.00	£120.00	Currently payable to 21/24 years of age.
Birthday Allowance per year between 18 and 21 years	£100.00	£100 per birthday	To pay each birthday. (16 to 21 years of age if living independently).
Transition at 18 years	£53.85	£53.85	This is the amount that a young person could claim in benefits if not a Looked After Child
Cultural Festival allowance to 21 years of age	£20.00	£20.00	This would be assessed against known cultural designations
Access to education	£300.00	£300.00	Pending assessment and young person's engagement in education. The £300 would be a maximum.
Cost of obtaining key documents	£100.00	£100.00	Based on need
Computer Grant	£500.00	£500.00	Based on assessed need.

Driving Lessons, theory test, licence and test	up to £150.00	£143 plus contributions to 5 driving lessons	Payment will match 5 driving lessons to young persons' own contribution and £62.00 for driving test, £31.00 for theory test and £50.00 for provisional driving licence. The young person must save for 10 lessons before seeking assistance. Unaccompanied Asylum Seeking Children status must be checked.
Activities in relation to peer group	£300.00	£300.00	Single annual payment on assessed need
Winter heating allowance per annum	£60.00	benchmark against actual costs with notional "flat"	Assessment of need but always paid in first year of independent living
College Incentive per annum	£400.00	£400.00	Education Maintenance Allowance is no longer current but schools with 6th forms and FE providers are able to provide support from the grant they receive from the Young People's Learning Agency. Support will be on assessed need based on whether the young person has exploited all other routes of support.
Higher Education needs	£5,000.00	£5,000.00	This is a maximum amount per academic year of the course taking into account grant/bursary arrangements.
Special needs	This is cost as per item	This is cost as per item	Individual payments for equipment due to special learning need
Emergency payments per annum	£60.00	£60.00	Maximum amount payable for emergency situations, e.g. lost cash etc., to 18 years only
Family contact	Assessed need	Actual amount required	Assessment of travel costs to maintain family contact
Child maternity grant	Assessed need	Actual amount required	Assessment of need following conception and birth
Disabled students allowance	Assessed need	Assessed need as required	Individual payments for equipment or specialist travel due to disability
Counselling	Assessed need	as required	Mental health services will usually provide

Interpreters	Assessed need	Automatic entitlement where English not preferred language	Individual assessment of need
Family Tracing	Assessed need	Referral to Red Cross and possible need for interpreter	Individual assessment of the amount of support required
Legal appointments	Assessed need	All appointments will be supported in evidence and needs assessed	Individual assessment of the amount of support required up to 18 years
Dental Treatment	Assessed need	As required	Additional payments if state benefits do not provide

NB: Not all young people will receive everything

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Meeting: Executive
Date: 4 October 2011
Subject: Establishing a Central Bedfordshire Shadow Health and Wellbeing Board
Report of: Councillor Mrs Turner, Executive Member for Economic Partnerships
Summary: This report sets out the background to the establishment of a Central Bedfordshire Shadow Health and Wellbeing Board. It sets out the purpose of the Board and proposed Terms of Reference and how the Board will engage with stakeholders.

Advising Officer: Julie Ogle, Director Social Care, Health and Housing
Contact Officer: Patricia Coker, Head of Partnerships. Social Care, Health & Housing
Public/Exempt: Public
Wards Affected: All
Function of: Executive
Key Decision Yes
Reason for urgency/ exemption from call-in (if appropriate) N/A

CORPORATE IMPLICATIONS

Council Priorities:

The White Paper, Equity and Excellence: Liberating the NHS sets out the Government's plans to create a more responsive, patient-centred NHS. It has far reaching implications for local government and will impact on all of the Council's priorities but importantly on:

- Promoting health and reducing inequalities.
- Supporting and caring for an ageing population and those who are most vulnerable.

Financial:

Overall financial implications cannot be determined at this stage. There are however some potential financial and resource implications. The enhanced role in local democratic accountability, through the establishment of Health and Wellbeing boards is likely to have some cost implications.

Legal:

Section 178 of the Health and Social Care Bill 2011 sets out the statutory requirement to establish a Health and Wellbeing Board for the local authority area. The Board is a committee of the council under section 102 of the Local Government Act 1972. Section 178(2) proposes the core membership of the Board. The Health and Wellbeing Board will assume statutory powers when the Health and Social Care Bill is enacted.

Risk Management:

The council remains mindful of the implications for service provision and reconfiguration of services during this period of transition and change.

Staffing (including Trades Unions):

None

Equalities/Human Rights:

The Shadow Board will remain mindful of the Equality Act 2010 and other relevant legislation in discharging its functions. Equality Impact Assessments will be completed for the key strategies and reports of the Health and Wellbeing Board.

Community Safety:

None

Sustainability:

None

RECOMMENDATION:

- 1. that the Executive notes the work being undertaken to develop a Shadow Health and Wellbeing Board.**

Reason for Recommendation:

Health and Wellbeing Boards will allow local authorities to take a strategic approach with key stakeholders to promote integration across public health, health, adult social care, children's services including safeguarding, and the wider local authority agenda. This enhanced role for local government is proposed as the means of ensuring greater local democratic accountability of the shared health and wider Council agenda.

Background

1. The NHS White Paper: Equity and Excellence Liberating the NHS set out the Government's intention for local authorities' increased responsibilities and involvement with health, and the need to create Health and Wellbeing Boards. This is an important aspect of the wider NHS Reforms that will create, if enacted, a revised approach to commissioning of health services and the responsibility and accountability for the delivery of public health services.

2. These Boards will allow local authorities to take a strategic approach and promote integration across public health, health, adult social care, children's services including safeguarding, and the wider local authority agenda. This enhanced role for local government is proposed as the means of ensuring local democratic accountability with elected Members.
3. The Health and Social Care Bill 2011 requires the Council to establish a Health and Wellbeing Board. The Board will be a committee of the local authority and is to be treated as if it were appointed under section 102 of the Local Government Act 1972. There is an expectation that each council will establish a health and wellbeing board in shadow form by April 2012. Health and wellbeing boards will assume statutory duties and powers from April 2013.
4. The Shadow Health and Wellbeing Board will be a partnership without statutory powers and duties but will provide the mechanism for preparing to perform the functions envisaged in the Bill. In particular, continuing to carry out Joint Strategic Needs Assessments; develop Joint Health and Wellbeing Strategies and link these to emerging commissioning plans.

Current Position

5. The Council currently works in partnership with NHS Bedfordshire and Luton (PCT), local Practice Based Commissioning Groups (PBCs) and other health organisations, with representation across the Local Strategic Partnership (LSP) Framework. Recently, the Bedfordshire Clinical Commissioning Group has been formed which will become a key partner for the Council.
6. There is a Joint Strategic Needs Assessment (JSNA) for Central Bedfordshire, which has importantly influenced local health and social care commissioning decisions. The JSNA will be refreshed to reflect new emerging policy directions and further needs assessments of Central Bedfordshire's population.
7. There are established structures for joint planning and commissioning of services with health across both Children's Services and Adult Social Care. These existing arrangements will underpin the work of the Shadow Health and Wellbeing Board.
8. Central Bedfordshire Council successfully applied to be part of a network of early implementers for the Health and Wellbeing Boards. Any shared learning will be used to further support the development of the Board.

Health and Wellbeing Boards

9. The core purpose of the new Health and Wellbeing Boards is to join up commissioning across the NHS, social care, public health and other services that the board agrees are directly related to health and wellbeing, in order to secure better health and wellbeing outcomes for their whole population. This also includes securing better quality of care for patients and social care users as well as better value for the tax payer. The Board will also ensure democratic, patient and carer input and will become a forum for public accountability of those services which influence the health and wellbeing of the community.

10. The Board will have four main functions:
 1. To assess the needs of the population, leading on a Joint Strategic Needs Assessment (JSNA) which will provide a clear statement of the health and wellbeing needs of the local population.
 2. To develop a Joint Health and Wellbeing Strategy (JHWS) across the NHS, public health, social care and children's services which includes the wider determinants of health and sets out how the needs of the population will be addressed.
 3. To encourage integrated working between partners and joint commissioning across health, social care and public health.
 4. To support the development of joint commissioning and pooled budget arrangements.
11. Health and wellbeing boards will provide a key forum for public accountability of the NHS, social care for adults and children, Public Health and other commissioned services.
12. Attached in Appendix A are the proposed Terms of Reference for the Shadow Board which set out its purpose, key functions, membership and governance.
13. The Shadow Health and Wellbeing Board will engage with a wider network of stakeholders which will include local providers of health and social care as well as other voluntary and community organisations. Providers will be able to continue to influence commissioning decisions and plans through their involvement in the key delivery partnerships and the Local Strategic Partnership (LSP).
14. The Central Bedfordshire Shadow Health and Wellbeing Board held its inaugural meeting on 28 July 2011. A pen portrait for the Shadow Board is attached in Appendix B.
15. A stakeholder Forum is planned for the Autumn. This event will help to shape the priorities and outcomes the Board would wish to set for the people of Central Bedfordshire. It is intended that the Stakeholder Forum will develop into a network to ensure that there is a continuing influence on the Board's priorities.

Conclusion

16. The establishment of a Shadow Health and Wellbeing Board is consistent with wider transitional arrangements being made across the health economy to implement the NHS Reforms in Central Bedfordshire. Further reports will come to the Executive to determine the Council's approach to delivering its public health responsibilities from April 2013 when the national and local requirements are clearer.

17. The Board, building on existing partnerships, provides the strategic platform from which the council with its key partners can lead on joint commissioning and an integrated approach to health and wellbeing services for Central Bedfordshire.
18. Early establishment of a Shadow Health and Wellbeing Board will assist in ensuring that the Council is able to maximise its ability to support those transitional arrangements including the transfer of public health to the Council as well as influence commissioning decisions.

Appendices:

Appendix A – Proposed Terms of Reference

Appendix B – Pen Portrait for Central Bedfordshire Shadow Health and Wellbeing Board

Background Papers: (open to public inspection)

Equity and Excellence: Liberating the NHS. Consultation document

Equity and Excellence: Liberating the NHS. Legislative Framework and next steps

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Appendix A

**Central Bedfordshire
Shadow Health and Wellbeing Board**

Draft Terms of Reference

1. Purpose

The Health and Wellbeing Board is the infrastructure which brings together key local commissioners for health, social care and public health. The Shadow Board will undertake this role until the formal constitution of the Health and Wellbeing Board.

The Shadow Health and Wellbeing Board will provide strategic leadership and promote integration across health and adult social care, children's services, safeguarding and the wider local authority to secure high quality and equitable health and wellbeing outcomes for the population of Central Bedfordshire.

The Shadow Board will oversee and facilitate relevant transitional arrangements for health, social care and public health, as well as a smooth transition to the Statutory Health and Wellbeing Board

2. Aims & Objectives

- a. Promote strategic alignment, integration and partnership working between the NHS, social care, public health and other local services
- b. Ensure a joint strategic approach to commissioning and that commissioning decisions reflect local priorities and targets and delivers on national and locally agreed outcomes
- c. Develop constructive partnership arrangements with the local GP Consortia to improve the health and wellbeing of the population
- d. Lead on Joint Strategic Needs Assessment and strengthen approach to health intelligence function
- e. Shape what the 'local' Public Health Service looks like and support the Director of Public Health to deliver health improvement targets
- f. Improve democratic accountability for the delivery of health care and health improvement outcomes for Central Bedfordshire residents
- g. Strengthen patient voice through greater patient involvement and ensure services are responsive to the needs of the local population
- h. Maintain an overview of major service redesign impacting on Central Bedfordshire residents and make recommendations to enable improved and integrated care delivery

3. Role

The Board will:

- be responsible for developing the long term strategic vision for health and social care, as well as health improvement priorities

- oversee the development and delivery of a Central Bedfordshire Joint Strategic Needs Assessment and ensure commissioning is based on sound evidence and reflects the needs of the local population
- oversee the development of a high-level Joint Health and Wellbeing Strategy which includes wider health determinants e.g. education and housing
- promote integration and partnership across the area including commissioning plans across NHS, social care, and public health
- have oversight of the health and care economy in Central Bedfordshire and be required to sign off commissioning plans
- foster commitment and joint working with partners to achieve health improvements, reduction in health inequalities and improvements in adult social care and housing
- support Clinical Commissioning Group to ensure provision of appropriate, high-quality care, for children and young people and their families, and
- monitor needs and address emergence of health inequalities
- ensure a coherent and effective public health arrangements are in place across the council and other commissioners to deliver national objectives for improving population outcomes
- promote a more integrated, coherent and efficient delivery of health and social care through closer alignment, including pooling budgets, between the council and GP Consortia to secure and maximise the benefits of joint commissioning (interagency working and fostering opportunities for co-location e.g. social care staff within GP clusters
- support and maintain oversight of the Quality, Innovation, Productivity and Prevention (QIPP) programme in Central Bedfordshire
- commission and monitor the effectiveness of local HealthWatch as consumer voice providing complaints advocacy services and supporting individuals to exercise choice
- ensure the inclusion of and consultation with local communities, residents and partners about their views and priorities to influence planning and shape delivery
- ensure that due account is taken of social cohesion and diversity issues including those related to priority groups, neighbourhoods and communities; and the wider place shaping agenda
- receive reports and have oversight of performance against delivery plans for local priorities and national outcomes frameworks for the health, public health and social care.

4. Partnership Structure

The Health and Wellbeing Board will be chaired by an elected member of the Council and will elect its Vice-Chairman.

The Board will deliver its functions through a number of delivery partnerships yet to be determined which will include a Strategic Commissioning Group, a Children & Young People Group (Children's Trust) and a Healthier Communities and Older People's Group. However, overall responsibility for monitoring the delivery of key strategic targets will rest with the Health and Wellbeing Board.

5. Membership

The Health and Wellbeing Board will operate via a core of key members while sustaining and communicating with a wider stakeholder group.

Council Leader or representative

Appropriate Council Executive Members

Chief Executive of Central Bedfordshire Council

Chief Executive of PCT or representative (during Shadow period)

Chief Operating Officer, Bedfordshire Clinical Commissioning Group

Chair of the Bedfordshire Clinical Commissioning Group

Director of Public Health

Appropriate Council Directors including:

Director of Adult Social Care

Director of Children Services

Representative of NHS Commissioning Board

Local representative of HealthWatch

- Members of the Board agree to share all relevant data, not protected by Data Protection legislation, to allow performance and other joint working arrangements to be properly monitored and managed
- The Board will meet quarterly. However during the transition period it may meet with greater frequency
- Dates and times of meetings will be agreed and published
- Agendas and supporting documents will be issued at least 5 working days before each meeting and minutes will be produced and circulated within ten working days of the meeting
- Committee support will be provided by the Committee Services team in Legal & Democratic Services.

Substitutions - Each Board member who is unable to attend a meeting may arrange for their named substitute to attend in his/her place.

6. Quorum

To be determined by the Council's Legal Advisers.

7. Accountability

During the Shadow period accountability will be to the Council's Executive. This may change following enactment of the Health and Social Care Bill.

8. Governance Framework

The Health and Wellbeing Board is a committee of the local authority under section 102 of the Local Government Act 2000.

9. Partnership Compact

Board members will sign the Health and Wellbeing Board Compact.

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Appendix B

Central Bedfordshire Shadow Health and Wellbeing Board Pen Portrait

The Central Bedfordshire Shadow Health and Wellbeing Board held its inaugural meeting on 28 July 2011. A Development Day for members of the Shadow Board will take place in September. It will provide an opportunity to quickly establish an understanding of the role of the Board, resources and responsibilities across key stakeholders; as well begin to explore key priorities and outcomes for health and social care. A work programme which will cover the life of the Shadow Board is being developed. In its formative stage, meetings of Shadow Board will not be in public until April 2012.

A Stakeholder Event is planned for the autumn. This will ensure that all stakeholders play a central role in helping to shape the priorities and outcomes as well as influencing the Joint Health and Wellbeing Strategy. A stakeholder network will be established. The network will have a key role in helping to shape service delivery.

Key priorities & challenges:

- Focus should be on improving health outcomes and changes in working practice to deliver improvements
- Focus on areas where partnership working will deliver improved outcomes based on the unique composition of the partnership.
- Enable the Shadow Board to understanding its role of the Board, resources and responsibilities.

Composition of the Board:

The Board is chaired by the Executive Member for Economic Development and former Leader of the Council, Councillor Trisha Turner. Vice Chair is The Chair of the Bedfordshire Clinical Commissioning Group, Dr Paul Hassan.

Other statutory members of the Board are:

Council Leader's representative

Executive Members for Adult Social Care, Health and Housing

Executive Member for Children's Services

Chief Executive of Central Bedfordshire Council

Chief Executive of PCT or representative (during Shadow period)

Managing Director, Bedfordshire Clinical Commissioning Group

Director of Public Health

Director of Adult Social Care

Director of Children Services

Representative of NHS Commissioning Board

Local representative of HealthWatch

Position with regards to Joint Strategic Needs Assessment (JSNA) and Joint Health and Wellbeing Strategy (JHWS):

There is a Central Bedfordshire JSNA which is now being refreshed to provide a robust evidence base for all commissioners. The JSNA will be key to identifying priorities for the Joint Health and Wellbeing Strategy. An outline of the Joint HWS is being developed and will be discussed at the next meeting of the Shadow Board.

Emerging links with Clinical Commissioning Groups and whether there are any co-terminosity issues:

There are good links with Bedfordshire Clinical Commissioning Group. The Chair of the CCG is Vice Chair of the Shadow Health and Wellbeing Board. We are working on developing a joint commissioning framework and alignment of care pathways across both health and social care. Bedfordshire Clinical Commissioning Group covers two unitary council boundary areas.

Meeting: Executive
Date: 4 October 2011
Subject: Quarter 1 Performance Report
Report of: Cllr Maurice Jones, Deputy Leader and Executive Member for Corporate Resources
Summary: To report on Quarter 1 2011/12 performance for Central Bedfordshire Council's key performance indicator set.

Advising Officer: Richard Carr, Chief Executive
Contact Officer: Elaine Malarky, Head of Programme and Performance
Public/Exempt: Public
Wards Affected: All
Function of: Executive
Key Decision No
**Reason for urgency/
exemption from call-in
(if appropriate)** N/A

CORPORATE IMPLICATIONS

Council Priorities:

The quarterly performance report underpins the delivery of all Council priorities.

Financial:

None directly but there are a number of performance indicators within the corporate suite that have a strong financial link, including:

- Council Tax collected;
- amount of debt outstanding;
- invoices paid within 30 days; and
- time taken to process benefits and change events.

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):

The corporate performance suite includes indicators on sickness absence within the Council and the number of Carlisle Management Solutions agency staff.

Equalities/Human Rights:

This report highlights performance against performance indicators which seek to measure how the Council and its services impact across all communities within Central Bedfordshire, so that specific areas of underperformance can be highlighted for further analysis/drilling down as necessary.

As such it does not include detailed performance information relating to the Council's stated intention to tackle inequalities and deliver services so that people whose circumstances make them vulnerable are not disadvantaged. The interrogation of performance data across vulnerable groups is a legal requirement and is an integral part of the Council's equalities and performance culture which seeks to ensure that, through a programme of ongoing impact assessments, underlying patterns and trends for different sections of the community identify areas whether further action is required to improve outcomes for vulnerable groups.

Community Safety:

The corporate performance suite includes an indicator on Serious Acquisitive Crime.

Sustainability:

No direct implications.

Summary of Overview and Scrutiny Comments:

- This report will be presented to the Overview and Scrutiny committees during their October cycle of meetings.

RECOMMENDATION:

- 1. that the Executive notes the improved overall performance made against this set of indicators and recommends officers to further investigate and resolve underperforming indicators.**

Reason for Recommendation: To ensure a rigorous approach to performance management across Central Bedfordshire Council

Introduction

1. The framework for performance management supports the delivery of the Council's priorities. An overview of performance in Quarter 1 2011/12 and Directors' summaries are set out below supported in Appendix A by the detailed performance data.

Appendix A - Overview

2. Overall performance against the data set demonstrates that Council services continue to be supported by strong management decisions and that appropriate actions are being taken to remedy challenging performance issues.

3. For the first time, Appendix A has a cover sheet providing an overview of performance for each of the indicators in the corporate set. During quarter 1 2011/12, it has been possible to Red, Amber, Green (RAG) score 19 of the 31 corporate indicators. The remainder have not been scored, either because no target has been set or the nature of the indicator means it is not suitable to score in this way. Wherever possible and appropriate, the cover sheet also shows the direction of travel for the indicator.
4. Of the nineteen indicators RAG scored, eleven (58%) are Green, five (26%) are Amber and three (16%) are Red. (This compares well with the outturn results for 2010/11 when there were 24 indicators with RAG scores of which ten (42%) were Green; four (16%) were Amber; and ten (42%) were Red).
5. Looking first at the Green indicators. The Council continues to perform well in protecting vulnerable children and young people. It is managing the demand for temporary accommodation and the recent housing stock condition survey has identified that less than 1% of properties have been identified as not meeting the decent homes standard. All 36 of these properties have been included in this year's programme of works.
6. The percentage of undisputed invoices paid within 30 days improved to 92.5% in quarter 1 up from 86.7% in quarter 4.
7. The provisional outturn figures for 2010/11 show that recycling rates have increased to over 51% through continued improvements in the recycling service.
8. The level of first point resolution by the Customer Service Contact Centre remains high at 88.76% during the quarter well ahead of the annual target of 80%.
9. Even though it is not scored as no target has been set for 2011/12, serious acquisitive crime, which includes domestic burglary, robbery and thefts of and from a vehicle, has fallen by 16% in quarter 1 2011/12 when compared to the same quarter in 2010/11. This equates to 136 fewer crimes.
10. Of the five indicators which are Amber, these are all in the main showing either no change or a slight movement since the last quarter. Sickness absence in quarter 1 shows a continuing improvement trend and this is also the case for the percentage of council tax collected which although it has improved is behind target. A range of actions are in place to rectify this and further improvement is expected.
11. The three indicators scored as Red are all showing improvement. These include:
 - the percentage of clients receiving self-directed support, where progress is being made but where a demanding target has been set for this year to enable us to be on track to meet the national target of 100% by 2013;
 - the percentage of Safeguarding of Vulnerable Adults (SOVA) investigations completed within 35 days, where performance in the quarter was 67.2% up from last year's outturn figure of 59%. Overall performance being reduced by the time needed to deal with a number of complex cases; and
 - the time taken to process benefit claims and change events, where performance is below target, but has improved significantly when compared to the same period last year.

DIRECTOR SUMMARIES

Adult Social Care, Health & Housing

12. Performance in relation to Adult Social Care has generally remained static over the first quarter of the year. The planned changes to the skill mix of the workforce have impacted on the performance of self-directed support (SCHH 2), carers' assessments (SCHH 3) and reviews (SCHH 6). Action plans have been drafted to improve the performance for self-directed support and whilst the Council achieved the national target of 30% of customers receiving personal budgets in 2010/11 the new national target of 100% of customers receiving personal budgets by 31 March 2013 is very challenging. The 2011/12 target of 60% is also very challenging with plans likely to see improved performance in quarters 3 and 4. Similarly, the action plans for reviews, and, the additional resources in relation to supporting carers will be in place in the autumn, which should see an improvement in performance in quarter 3.
13. A new local measure and target has been introduced for Safeguarding, which reports the percentage of investigations completed within 35 days. Whilst currently below the target, the direction of travel is positive. Long standing cases which usually involve the Police and other partners are regularly monitored to ensure that the individual is safeguarded and when appropriate the case is closed.
14. Performance in Housing continues to be on target with the number of households in temporary accommodation being maintained. A small number of non-decent homes have been identified through the recent Stock Condition Survey; the works to bring up the standard of these properties has been scheduled for this year.

Children's Services

15. The Council's performance in protecting vulnerable children and young people has remained good this quarter. Key indicators measuring social care assessment timeliness, stability and review remain on target to year end 2012. The demand on the frontline teams remains high and there has been a significant increase in the numbers of children subject to child protection plans and care proceedings required to protect children. These are resource intensive activities requiring frontline service and legal support. The implementation of new legislation and guidance is also having an impact on workloads and the level of support required for children.
16. Regular monitoring ensures that current performance reflects consistent application of thresholds for access to services and assessment for children in need and those in need of protection. This demonstrates continuing availability of the service for those most vulnerable, rather than solely pursuing targets.
17. Since the beginning of April, there have been 11 school inspections. Five of these maintained their Good outcome, four improved their Ofsted judgement (one Satisfactory, two Good and one Outstanding). There were two Early Years inspections and both were classified as Satisfactory. Mill Vale Middle School was inspected on 13 June. The school was judged to be Satisfactory taking it out of the Ofsted "Notice to Improve" category. Support from the local authority in providing guidance to the head teacher and governing body has been acknowledged by inspectors.

Ashton Middle School was given a Notice to Improve on 9 February 2011. The School Management Team is focused on the improvements that need to be made, in part from the commissioned support from Alban Academy and Stratton Upper School. Indications are that September will bring a new start and improved practice.

Sustainable Communities

18. Sustainable Communities continues to deliver high performance across a range of indicators. The Economic Growth indicators continue to show the impact of the economic downturn and show that Central Bedfordshire appeared to fair well through and maintain above average performance in comparison to our neighbouring authorities. Success areas from the services include the adoption by Council of the Dunstable Master Plan in May and the Biggleswade Town Centre Master Plan in July 2011. These Master Plans are being used to guide ongoing investment strategies for these areas.
19. Consultation is underway on the first Central Bedfordshire Council Economic Development Plan, which incorporates the first all age skills strategy. This is due to be presented to Council in December for full adoption. The Timebank Project will be officially launched on the 22 September 2011. This provides support to new and existing businesses and seeks to promote growth and investment in the area. We are the first council in the country to trial this approach following a pilot in Manchester.
20. Highways continues to work closely with Amey to maximise the cost effectiveness of the work carried out on our roads network, faced as we are with reduced funding for this work in 2011/12. As a result, whilst there has been a reduction in the length of road being resurfaced, this is being balanced by an increase in the length of road being surface dressed.
21. Planning has seen a dip in performance this quarter. There was a low survey response rate in quarter 1 with only 14 forms received of which ten applicants/agents were satisfied with the service provided. Dissatisfaction relates to a number of issues which have been reviewed and assessed by the Development Management Team and appropriate action taken where possible. On a positive note, Building Control has won four Local Authority Building Control Excellence Awards for the Central Region. These projects have been worked on with local companies and will now go through to the national finals in November.
22. Public Protection, Community Safety, Waste and Leisure continue to show strong performance in each area. We have increased recycling to over 51% in 2010/11 through continued improvement of the recycling service, such as offering reuse and plasterboard recycling at Household Waste Recycling Centres (HWRCs) and continued promotion of waste minimisation and recycling including targeted work in areas where there has historically been low levels of recycling. The amount of residual waste produced per head of population has also been dramatically reduced and we are top of the 'Race to Zero Waste' league table for the Eastern Region and sixth in the country.

23. Quarter 1 performance in respect of serious acquisitive crime, which includes domestic burglary, robbery and thefts of and from motor vehicles has improved by 16% when compared to the same quarter in 2010/11 with 136 less crimes. Whilst there was a slight increase in thefts from vehicles (up 11%) there were significant reductions in thefts of vehicles (down 25%) and domestic burglaries (down 44%). There were 147 fewer domestic burglaries in quarter 1 2011/12 than there were in 2010/11. This reduction in domestic burglary has been achieved through the successful targeting and subsequent arrest of identified offenders.

Corporate Services - Resources

24. Close monitoring of Council Tax collection has resulted in an increase in the percentage collected in quarter 1 compared to the same period in 2010/11, up from 28.79% to 29.10%. Even with this increase, the need to raise total collection to 98% by the end of the financial year means that the Council is 0.13% behind target, a percentage that equates to £184k. Arrears are being tackled through prompt action, which has already seen 9,000 reminders for late payment sent out. In addition 1,840 summonses and 1,800 Liability Orders have been issued against customers in the Magistrates Court.
25. Whilst the collection of Council Tax is vitally important, it is recognised that this is a time of economic challenge not just for the Council but also for the public. Therefore the Council's target of significantly improving the time taken to process Housing Benefit and Council Tax benefits claims is very important. Despite quarter 1 performance at 31 days being a significant improvement over last years quarter 1 performance of 54 days, we are behind in meeting our overall average processing time of 25 days for 2011/12. Meeting the 25 day average for the year should ensure that by the close of the year we are processing claims within 19 days. As a result this indicator has been scored as Red. Additional resources have been allocated to working through the backlog of claims and whilst this will temporarily see performance dip as a larger number of older claims are processed, performance will then pick up as our capacity to deal with newer claims improves.
26. The Council's ability to pay invoices promptly is also important particularly at a time of economic difficulty, when the recipients of those payments include small companies struggling with late payments from other customers or charities who have seen other funding streams diminish. It is therefore pleasing to be able to report that the percentage of undisputed invoices paid within 30 days rose from 86.73% in quarter 4 to 92.5% in quarter 1 2011/12. This is the third successive quarterly improvement in performance and reflects the hard work that has been put in by all directorates.
27. Whilst overall the corporate resources indicator set shows strong performance, the increase in the level of outstanding debt during the quarter contrasts with this. The level of outstanding debt rose from £2.862M at the end of quarter 4 2010/11 to £3.59M at the close of this quarter. Careful analysis of the data shows that a small number of invoices with other public bodies in Bedfordshire accounted for just over £1 million of this debt, however chasing and negotiations are well advanced to resolve these debts.

Corporate Services - People and Organisation

28. The Council continues to carefully manage the level of agency staff that it uses; monitoring the reason for their usage and the category of job the agency worker is carrying out. The use of agency workers allows us to be flexible in our resourcing options. This is especially important during times of restructuring where skills or capacity gaps have been identified or there is a need for covering a role prior to commencing change. As the optimum number of agency staff will fluctuate from quarter to quarter due to changing needs, it is not possible to performance score this indicator. However, it is worth noting that the number of agency staff (FTE) fell by 13% in quarter 1 2011/12 when compared to quarter 4 2010/11 and is down 19.5% when compared to the same point in the previous year.
29. We continue to carefully monitor levels and patterns of sickness absence and work closely with all managers, supporting them as they follow our robust sickness absence policies. Building on the sickness absence training already provided to managers, further training is planned over the coming months. As part of this support, Human Resources works closely with Occupational Health to provide support to those identified as having higher levels of sickness absence. The figures show that sickness absence is improving, with quarter 1 2011/12 showing the second successive quarterly fall. However the indicator has been scored as Amber as quarter 1 was above the quarterly target.
30. Despite the continued high volume of calls handled by the Customer Contact Centre, (146,739 during quarter 1) a high percentage of customer calls have again been resolved at first point of contact. After removing 16,449 calls which were merely seeking redirection to a named member of staff, the Service achieved an 88.76% first point resolution rate, well above the target of 80%.

Appendices:

Appendix A – Quarter 1 Performance Indicators

Background Papers: (open to public inspection) - None

Location of papers: Priory House

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Performance Report Appendix A

Quarter 1 2011/12 (Protected)

Social Care, Health and Housing			Performance Judgement
Ref	Indicator		
SCHH 1	People supported to live independently (NI136)	↓	Not scored
SCHH 2	Clients receiving self directed support (NI 130)	↑	R
SCHH 3	Carers receiving needs assessment or review and a specific service or advice and information (NI 135)	↔	A
SCHH 4	SOVA investigations completed within 35 days	↑	R
SCHH 5	Achieving independence for older people through rehabilitation / intermediate care (NI 125) (Annual)	↑	Not scored
SCHH 6	Clients receiving a review (D 40)	↓	A
SCHH 7	Number of Households living in temporary accommodation (NI 156a)	↑	G
SCHH 8	Number of Households living in temporary accommodation (Households with dependants / pregnant) (NI 156b)	↑	G
SCHH 9	Percentage of non decent homes (Council stock) (NI 158)	↑	G
Children's Services			Performance Judgement
Ref	Indicator		
CS 1	The percentage of initial assessments within seven working days of referral (NI 59)	↓	G
CS 2	The percentage of children looked after at 31 March with three or more placements during the year (NI 62)	↓	G
CS 3	The percentage of child protection cases which should have been reviewed during the year that were reviewed (NI 67)	↔	G
CS 4	The percentage of children in need that led to initial assessments (NI 68)	↑	G
CS 5	Achievement at level 4 and above in both English and Maths at Key Stage 2 (NI 73) (Annual report)	Annual	Annual
CS 6	Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths (NI 75), (Annual report)	Annual	Annual
CS 7	Published Ofsted school and college classifications	Not scored	Not scored

Performance Judgement	Trend		RAG score	
	↓	↔	R	A
	↔	↑	A	G
	Performance is reducing		RED - target missed / off target - Performance at least 10% below the required level of improvement	
	Performance remains unchanged		AMBER - target missed / off target - Performance less than 10% below the required level of improvement	
	Performance is improving		GREEN - Target achieved or performance on track to achieve target	
Sustainable Communities				
Ref	Indicator		Performance Judgement	
SC 1	Number of Serious Acquisitive crimes per 1,000 population (NI 16)	↑	Not scored	↑
SC 2	Road safety casualties - KSI (All people) (NI 47)		Not scored	Not scored
SC 3	Road safety casualties - KSI (Children) (NI 48)		Not scored	Not scored
SC 4	Working age people on out of work benefits (NI 152)	↑	A	↑
SC 5	PP 1612 Length of road resurfaced (NI 168 Proxy)	↓	Not scored	↓
SC 6	Percentage of household waste sent for recycling (NI 192)	↑	G	↑
SC 7	Percentage of municipal waste landfilled (NI 193)	↓	G	↓
SC 8	Percentage of planning applicants satisfied with the service received from the planning department.	↓	Not scored	↓
Corporate Resources - (Corporate Health Indicators) Resources				
CH 1	The percentage of Council Tax due, collected	↑	A	↑
CH 2	Time taken to process Housing Benefit, Council Tax, new claims and change events	↑	R	↑
CH 3	Undisputed invoices paid within 30 days	↑	G	↑
CH 4	Amount of debt outstanding	↓	Not scored	↓
Corporate Resources - (Corporate Health Indicators) People and Organisation				
CH 5	Total number of Carlisle Managed Solutions agency staff	Not scored	Not scored	Not scored
CH 6	Corporate sickness absence	↑	A	↑
CH 7	The percentage of first point resolutions by the Customer Service Contact Centre	↓	G	↓

Seasonal = Compared to the same time in the previous year
 Quarter on quarter = Compared to the previous quarter
 Annual = Compared to a fixed point in the previous year

Social Care, Health and Housing
 Director: Julie Ogley

Executive Member for Social Care, Health and Housing - Councillor Mrs Carole Hegley
Deputy Executive Member for Social Care, Health and Housing - Councillor Andrew Michael Turner

Indicator	Unit	Good is	Year	Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	Comp Group*	Trend comparison	Performance Judgement	Comment	
SC HH 1 People supported to live independently (NI 136)	Number of people per 100,000 population	High	2011/12	No target set	3,033.7								Following last year's review, this figure now accurately reports the number of people that are supported by adult social care to live independently. Performance remains relatively static and will be impacted by increasing demographic pressure from Older People. However, this will be counter-acted by Reablement, which will slow the rate of increase in this measure.	
			2010/11	4,295	3,668	3,809.4	3,328	3,042.6	3,042.6		Quarter on quarter	↘		Not scored
			2009/10	-	-	-	-	-	-	3,435	3,558 (CIPFA)			
SC HH 2 Clients receiving self directed support (NI 130)	%	High	2011/12	60.0	32.20								An ambitious target for 100% of eligible people to receive self directed support by March 2013 has been set nationally. We already perform well when compared to the region, so to ensure that we are on the right trajectory to meet the national target a local target of 60% has been set for this year. Whilst progress continues in the number of new service users receiving self directed support, the challenge is to convert current service users. Conversion is taking place as part of the annual review process and an action plan has been drawn up. This will also be affected by the programmed workforce skills mix exercise and it is anticipated that improvement in the performance of this measure should be seen in quarters 3 and 4.	
			2010/11	30.0	15.91	15.80	23.60	30.42	30.42		Quarter on quarter	↗		R
			2009/10	-	-	-	-	-	-	14.40	5.6 (CIPFA)			
SC HH 3 Carers receiving needs assessment or review and a specific carer's service or advice and information (NI 135)	%	High	2011/12	40.0	31.40								At present performance remains static for this measure. Additional capacity within the teams from the autumn should see improvement in this measure.	
			2010/11	30.0	22.21	18.90	21.40	31.39	31.39		Quarter on quarter	↔		A
			2009/10	-	-	-	-	-	-	23.90	18.3 (CIPFA)			

*Comp Group - This refers to the average of our comparator group (CIPFA, PWC, NFER)

Seasonal = Compared to the same time in the previous year
Quarter on quarter = Compared to the previous quarter
Annual = Compared to a fixed point in the previous year

Indicator	Unit	Good is	Year	Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	Comp Group*	Trend comparison	Performance Judgement	Comment
SC HH 4	%	High	2011/12	80.0	67.2						Quarter on quarter	↑	This is a locally set measure, and the target of 35 days is in line with good practise. As reported previously, the completion of a number of complex cases which require interventions involving other agencies take longer and still continue to have an adverse effect on this measure, 19 out of 58 cases took longer than 35 days to close. Long standing investigations continue to be reviewed on a regular basis, to ensure that the necessary actions are being taken and, where appropriate cases are closed.
			2010/11	New	New	New	New	59.0	-				
			2009/10	-	-	-	-	76.2	-				
SC HH 5	%	High	2011/12	No target set	NA						Annual	↑	2010/11 outturn is reported this quarter as this was not available for the last performance report. Improvement in the outturn of this measure is in part due to improved verification processes in identifying whether older people have remained at home 91 days after their discharge from hospital.
			2010/11	No target set	-	-	-	79.59	-				
			2009/10	-	-	-	50.30	80.0 (CIPFA)					
SC HH 6	%	High	2011/12	80	72.8						Quarter on quarter	↔	Performance shows a very slight fall. An action plan has been drawn up to ensure that reviews are completed within a timely manner. Improvement in the performance of this measure should be seen in quarters 3 and 4.
			2010/11	80	-	73.40	71.90	73.80	73.80	-			
			2009/10	-	-	-	-	76.2	-				

*Comp Group - This refers to the average of our comparator group (CIPFA, PWC, NFER)

Seasonal = Compared to the same time in the previous year
Quarter on quarter = Compared to the previous quarter
Annual = Compared to a fixed point in the previous year

Indicator	Unit	Good is	Year	Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	Comp Group*	Trend Comparison	Performance Judgement	Comment	
SC HH 7 Number of households living in temporary accommodation. (NI 156a)	Number	Low	2011/12	43	35									
			2010/11	47	26	39	37	37	37	37	-	Quarter on quarter	↑	G
			2009/10	-	-	-	-	-	-	32	107 (CIPFA)			
SC HH 8 NI 156b - Number of households living in temporary accommodation (Households with dependants / pregnant)	Number	Low	2011/12	35	23									
			2010/11	30	18	32	26	32	32	-	Quarter on quarter	↑	G	
			2009/10	-	-	-	-	-	22	NA				
SC HH 9 NI 158 Percentage of non decent homes (Council stock)	%	Low	2011/12	0	0.7									
			2010/11	Q1 4.7 Q2 2.3 Q3 0 Q4 0	4.70	1.60	0	0	0	0	-	Annual (quarter 4)	↑	G
			2009/10	-	-	-	-	-	-	0.6	17.6 (CIPFA)			

*Comp Group - This refers to the average of our comparator group (CIPFA, PWC, NFER)

Seasonal = Compared to the same time in the previous year
 Quarter on quarter = Compared to the previous quarter
 Annual = Compared to a fixed point in the previous year

Children's Services
Director: Edwina Grant

Executive Member for Children's Services - Councillor Mark A G Versallion
Deputy Executive Member for Children's Services - Cllr Mrs Angela Barker
Deputy Executive Member for Children's Services - Cllr Anthony D Brown

Indicator	Unit	Good is	Year	Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	Comp Group	Trend Comparison	Performance Judgement	Comment	
CS 1 The percentage of initial assessments within seven working days of referral (NI 59)	%	High	2011/12	85.0	91.7								Initial assessments are an important indicator of how quickly services can respond and assess the circumstances of a child thought to be at risk of serious harm or in need of social care intervention. As the assessments involve a range of local agencies, this indicator also shows how well multi-agency working arrangements are established in local authority areas given the service has seven working days to complete them. Performance remains above target.	
			2010/11	85.0	96.2	95.0	95.1	99.6	95.7	-	Quarter on quarter	↕		G
			2009/10	-	-	-	-	-	86.7	59.0 NFER				
CS 2 The percentage of children looked after at 31 March with three or more placements during the year (NI 62)	%	Low	2011/12	10.0	2.2								Performance is very good. The increase in placement moves this quarter is still within target. Moves are usually undertaken as a consequence of a change in the child/young persons care plan or related to a placement breakdown, the service strives to deal with these situations in a planned way. This indicator is an important measure of the stability of care placements that a child or young person has experienced. This is usually associated with better outcomes including education and emotional well being. Proper assessment of a child's needs and an adequate choice of placements are essential if appropriate stable placements are to be made. The services priority remains the recruitment and retention of carers.	
			2010/11	10.0	1.1	2.3	4.1	5.7	5.7	-	Seasonal	↕		G
			2009/10	-	-	-	-	-	9.2	11.7 NFER				
CS 3 The percentage of child protection cases which should have been reviewed during the year that were reviewed (NI 67)	%	High	2011/12	100	100								Reviews are a key element in ensuring that Child Protection Plans and effective interventions are monitored, reviewed and progressed as a means of ensuring children are safe and protected. As a result, delivering timely reviewing is a priority within the Conference and Review Service. The 100% target continues to be achieved.	
			2010/11	100	100	100	100	100	100	-	Quarter on quarter	↕		G
			2009/10	-	-	-	-	-	100	94.4 NFER				

*Comp Group - This refers to the average of our comparator group (CIPFA, PWC, NFER)

Seasonal = Compared to the same time in the previous year
 Quarter on quarter = Compared to the previous quarter
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Indicator	Unit	Good is	Year	Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	Comp Group*	Trend Comparison	Performance Judgement	Comment
CS 4 The percentage of children in need that led to initial assessments (NI 68)	%	High	2011/12	60.0	60.2								Performance has met target. The issues affecting performance last year have been addressed. This target demonstrates that at this time there is the capacity and ability to respond effectively to requests for social care intervention. The new Integrated Children's System will offer further enhancements to the authority's ability to respond and the Governments response to The Munro review is likely to influence the frontline Assessment Team's business processes going forward.
			2010/11	65.0	53.1	58.6	51.5	56.0	-	Quarter on quarter	↑	G	
			2009/10	-	-	-	-	68.2	61.3 NFER				

*Comp Group - This refers to the average of our comparator group (CIPFA, PWC, NFER)

Indicators CS5 and CS6 are not shown in this quarters report as they are reported annually.

Indicator	Unit	2011/12				Outturn	2010/11	2009/10	Performance Judgement	Comment
		Quarter 1	Quarter 2	Quarter 3	Quarter 4					
CS 7 Published Ofsted school and college classifications (new inspections in brackets)	Total	247 (11)	247 (11)	247 (62)	247 (11)	247 (62)	248 (57)	Not scored	Since the beginning of April, there have been 11 inspections. Five of these maintained their Good outcome, four improved their Ofsted judgement (one Satisfactory, two Good and one Outstanding) and two received a Satisfactory outcome for their early years provision. Mill Vale Middle School was inspected on 13 th June. The school was judged to be Satisfactory taking it out of the Ofsted "Notice to Improve" category. Ashton Middle School was given a Notice to Improve on 9 th February 2011. The Senior Leadership Team is focused on the improvements that need to be made, in part from the support from Alban Academy and Stratton Upper School. There is a confidence that September will bring a new start and enable practice to be more unified.	
	Outstanding	64 (1)	64 (1)	63 (11)	63 (11)	56 (10)	Not scored			
	Good	131 (7)	131 (7)	132 (35)	132 (35)	140 (32)	Not scored			
	Satisfactory	51 (3)	51 (3)	50 (14)	50 (14)	51 (14)	Not scored			
	Inadequate	1 (0)	1 (0)	2 (2)	2 (2)	1 (1)	Not scored			

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Sustainable Communities

Director: Alan Fleming

Executive Member for Sustainable Communities - Services - Cllr Brian J Spurr
Executive Member for Sustainable Communities - Strategic Planning and Economic Development - Cllr Ken C Mathews
Deputy Executive Member for Sustainable Communities - Services - Cllr Budge Wells
Deputy Executive Member for Sustainable Communities - Services - Cllr Ian Dalgarno
Deputy Executive Member for Sustainable Communities - Strategic Planning and Economic Development - Cllr J Nigel Young

Indicator	Unit	Good Is	Year	Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	Comp group*	Trend comparison	Performance Judgement	Comment	
SC 1	NI 16 Number of Serious acquisitive crimes per 1,000 population	Number	2011/12	No target set	2.8								Serious acquisitive crime includes domestic burglary, robbery and thefts of and from motor vehicles. Quarter 1 performance has improved when compared to the same quarter in 2010/11. There were 136 less serious acquisitive crimes, a reduction of 16%. Whilst there was a slight increase in thefts from vehicles (up 11%) there were significant reductions in thefts of vehicles (down 25%) and domestic burglaries (down 44%). In fact there were 147 fewer domestic burglaries in quarter 1 2011/12 than there were in 2010/11. This reduction in domestic burglary has been achieved through the successful targeting and subsequent arrest of identified offenders. The Community Safety Partnership is working with a number of key partners to tackle the rise in thefts from vehicles, work on-going includes increasing the use of the Car Accessory Protection Scheme and Vulnerable Vehicle Scheme to assist owners to reduce the likelihood of vehicles being targeted and working with Greensand Trust and National Trust in connection with vehicle crime in beauty spot car parks.	
			2010/11	13.30	3.3	3.1	3.2	3.5	13.1	-	Seasonal	↑		Not scored
			2009/10	-	-	-	-	-	11.5	14.3 PWC				

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Quarter on quarter = Compared to the previous quarter
Annual = Compared to a fixed point in the previous year

Indicator	Unit	Good is	Year	Target (Outturn)	Quarter 1 JAN-MAR	Quarter 2 APR-JUN	Quarter 3 JUL-SEP	Quarter 4 OCT-DEC	Outturn	Comp Group*	Trend comparison	Performance Judgement	Comment
SC 2 NI 47 Road safety casualties - KSI (All people) (NI 47 uses calendar years rather than financial years).	Number	Low	2011	No target set	17								The number of casualties in quarter 1 2011 was considerably lower than in previous years. This is due to exceptional incidents in previous years, regrettably involving multiple fatalities on the trunk road network (M1). Furthermore, the winter months of quarter 1 in calendar year 2010 suffered more severe weather than that encountered in quarter 1 of calendar year 2011, serving to exacerbate previous figures when comparing with the current year. The current figure is therefore consistent with the longer-term profile. Figures for quarter 2 (April to June 2011) will be available from Bedfordshire Police in October 2011, as sufficient time has to be allowed to ensure all road traffic incidents involving fatalities and serious injuries are recorded.
			2010	<121	37	48	32	23	140	-	Seasonal	Not scored	
			2009	-	-	-	-	-	127	-	Seasonal	Not scored	
SC 3 NI 48 Road safety casualties - KSI (Children) (NI 48 uses calendar years rather than financial years).	Number	Low	2011	No target set	Restricted Data ()								Quarter 1 2011 is consistent with the figures for previous years. Figures for quarter 2 (April to June 2011) will be available from Bedfordshire Police in October 2011, as sufficient time has to be allowed to ensure all road traffic incidents involving fatalities and serious injuries are recorded.
			2010	<9	Restricted Data ()	Restricted Data ()	Restricted Data ()	Restricted Data ()	Restricted Data ()	-	Seasonal	Not scored	
			2009	-	-	-	-	-	-	-	Seasonal	Not scored	

*Comp Group - This refers to the average of our comparator group (CIPFA, PWC, NFER)

Seasonal = Compared to the same time in the previous year
Quarter on quarter = Compared to the previous quarter
Annual = Compared to a fixed point in the previous year

Indicator	Unit	Good is	Year	Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	Comp Group*	Trend comparison	Performance Judgement	Comment	
SC 6	%	High	2011/12	No target set									At the time of publishing this report final confirmation of the quarter 4 2010/11 figures is still awaited. However the provisional figures, which we believe will be confirmed, produce an outturn figure of 51.6%. This shows that we have exceeded our target. This has been achieved through continued improvement of the recycling service- such as offering reuse and plasterboard recycling at HWRCS- and continued promotion of waste minimisation and recycling including targeted work in areas where there has historically been low levels of recycling.	
			2010/11	50.0	53.82	51.43	49.02	51.70 Provisional	51.6 Provisional	-	Seasonal	↑		G
			2009/10	-	-	-	-	-	50.30	47.8 PWC				
SC 7	%	Low	2011/12	No target set									At the time of publishing this report, final confirmation of the quarter 4 2010/11 figures is still awaited. However the provisional figures, which we believe will be confirmed, produce an outturn figure of 46.3%. This shows that we have exceeded our target by nearly 4%, although there has been a slight deterioration in performance since 2009/10. The deterioration in performance compared to 2009/10 can be attributed to the fact that, due to the additional cost, no residual waste was diverted for energy recovery. However our overall tonnage of municipal waste collected fell by over 3,000t year on year. There is still a very good outturn this year against this indicator. Waste arisings generally continue to fall mirroring the national trend of reducing waste arisings.	
			2010/11	50	43.44	45.95	49.52	46.8 Provisional	46.3 Provisional	-	Seasonal	↓		G
			2009/10	-	-	-	-	-	44.20	45.8 PWC				
SC 8	%	High	2011/12	No target set	71.42								There has been a low survey response rate in quarter 1, with only 14 forms received of which ten applicants/agents were satisfied with the service provided. The Development Management Team has recently undergone a restructure and currently has vacancies within the team so a dip in satisfaction levels is not unexpected during this quarter. Recruitment process is now underway. Dissatisfaction relates to a number of issues which have been reviewed and assessed by the Development Management Team and appropriate action taken where possible.	
			2010/11	82	95.5	94.9	89.0	91.0	93	-	Quarter on quarter	↘		Not scored
			2009/10	-	-	-	-	-	81	-				

*Comp Group - This refers to the average of our comparator group (CIPFA, PWC, NFER)

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 Annual = Compared to a fixed point in the previous year


Corporate Health - Resources
Assistant Chief Executive: John Unsworth

Deputy Leader and Executive Member for Corporate Resources - Cllr Maurice R Jones
Deputy Executive Member for Corporate Resources - Cllr David John Hopkin
Deputy Executive Member for Corporate Resources - Cllr Richard D Wenham

Council tax and benefits

Indicator	Unit	Good is	Year	Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	Trend comparison	Performance Judgement	Comment	
CH 1 The percentage of Council Tax due, collected	%	High	2011/12	98.00	29.10							Whilst quarter 1 performance has improved when compared to the same period in 2010/11, it is 0.13% behind target which equates to £184k. This position is being rectified through a range of actions which in June 2011 resulted in: <ul style="list-style-type: none"> 9,000 reminders for late payment of Council Tax being issued. 1,840 summonses and 1,800 Liability Orders being issued against customers in the Magistrates Court. This action should have a positive impact in quarter 2.	
			2010/11	98.50	28.79	27.82	27.86	13.13	97.60	Seasonal	↑		A
			2009/10	97.00	28.63	28.22	28.00	12.34	97.19				
CH 2 Time taken to process Housing benefit, Council Tax Benefit, new claims and change events (NI 181) (Figures in brackets show the target average number of days for the quarter)	Days Average for period	Low	2011/12	25 Average for year	31 (31)							Whilst the judgement for this indicator is scored as Red as there is still much improvement to be made, the time taken to process benefit claims and change events has reduced significantly, down from 54 days in quarter 1 2010/11 to 31 days in quarter 1 2011/12. This reduction is good coinciding as it does with the peak in workload that unavoidably occurs during quarter 1, following the issuing in the last week of March of 109,000 annual council tax bills and 18,000 letters to benefits claimants to notify them of their entitlement.	
			2010/11	29	54	54	37	26	26	Seasonal	↑		R
			2009/10	22	31	31	TBA	TBA	29				

Invoices and outstanding debt

Indicator	Unit	Good is	Year	Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	Trend comparison	Performance Judgement	Comment	
CH 3		High	2011/12	90	92.5					Seasonal		<p>There has been significant improvement in quarter 1 2011/12, with all directorates showing an improvement when compared to the quarter 1 2010/11. The improvement of over 10% by Adult Social Care, Health and Housing is particularly notable as this was set against already strong comparative performance.</p> <p>The overall 2011/12 quarter 1 performance at 92.5% is also a real improvement over the previous quarters figure (86.73%).</p> <p>Schemes such as 'No PO, No pay' are supporting this improvement as is a strong focus on the subject across directorates, following the streamlined requisitioning training provided since January 2011.</p> <p>The underperformance in quarter 1 by Customer and Shared Services, relates to poor performance in May that affected the overall performance for the quarter. (April 88%, May 77%, and June 92%). Action taken since May has produced an improvement in performance within the directorate.</p>	
			2010/11	90	88.00	85.00	86.73						
			2009/10				82.6						
3(a)	Social Care Health and Housing	High	2011/12		96.65								
			2010/11	-	86.00	84.00	93.78						
3(b)	Children's Services	High	2011/12		86.46								
			2010/11	-	79.00	81.00	76.30	81.05					
3(c)	Sustainable Communities	High	2011/12		88.54								
			2010/11	-	84.00	76.00	82.35	86.71					
3(d)	Customer and Shared Services		2011/12		84.44								
			2010/11	-	71.00	71.00	76.67	84.47					
3(e)	Office of the Chief Executive	High	2011/12		94.52								
			2010/11	-	82.00	65.00	80.49	93.18					

Debt outstanding

Indicator	Unit	Good is	2011/12						2010/11 Outturn	Trend comparison	Performance Judgement	Comment
			Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn				
CH 4	(£m)	Low	No target set	3.59					Quarter on quarter	↔ Not scored	Compared to last quarter the overall level of debt outstanding has increased by £728k, this is reflected in increases in each of the debt categories. In respect of the 61 to 90 day category an invoice for NHS Bedfordshire for £238k is being actively chased, it was awaiting payment pending the signing of an agreement.	
4(a)	(£m)	Low		0.732					Quarter on quarter	↔	In respect of the 91 to 365 day category one invoice for NHS Bedfordshire valued at £563k is awaiting agreement. The issuing department are aware and are chasing. In addition the sum of £130k is owed by a company who have since gone into liquidation, here relevant forms have been completed and have been sent to the receivers.	
4(b)	(£m)	Low		1.915					Quarter on quarter	↔	In respect of those over 1 year category, £218k related to invoices issued to Bedford Borough. The Income Team have been actively chasing services to sort out the disputes that remain.	
4(c)	(£m)	Low		0.943					Quarter on quarter	↔	The first of the automated reminders tailored to suit debt type were sent on the 5 th July, this has reduced the number reminders sent to customers but will initiate faster pursuit of accounts that remain unpaid at 52 days. Revised management information regarding outstanding debts is to be provided following July period end and on an ongoing basis.	

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Deputy Leader and Executive Member for Corporate Resources - Cllr Maurice R Jones
 Deputy Executive Member for Corporate Resources - Cllr David John Hopkin
 Deputy Executive Member for Corporate Resources - Cllr Richard D Wenham

Agency staff

	Indicator	Unit	Year	Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	Trend comparison	Performance Judgement	Comment
CH 5	Total number of agency staff	Number of staff	2011/12	Level determined by need during quarter	166.49							<p>The Council continues to manage the level of agency staff that it uses; monitoring the reason for their usage and the category of job the agency worker is carrying out. The use of agency workers is one of the resourcing options that allows us to be flexible in our resourcing options. This is especially important during times of restructuring where skills or capacity gaps have been identified for a period of time or there is a need to covering a role prior to commencing change.</p> <p>As the optimum number of agency staff will fluctuate from quarter to quarter due to changing needs, it is not possible to performance score this indicator. However it is worth noting that the number of agency staff (FTE) fell by 13% in quarter 1 2011/12 when compared to quarter 4 2010/11 and is down 19.5% when compared to the same point in the previous year.</p>
			2010/11		207	191	182	192	193 (Quarterly average)	Not scored	Not scored	
5(a)	Leave cover	Number of Staff (FTE)	2011/12		7.65							
5(b)	Maternity and Paternity cover	Number of Staff (FTE)	2011/12		4.33							
5(c)	Project work / Heavy workload	Number of Staff (FTE)	2011/12		64.53							
5(d)	Sickness cover	Number of Staff (FTE)	2011/12		13.81							
5(e)	Vacant post cover	Number of Staff (FTE)	2011/12		76.17							
	Total				166.49							
5(f)	Administrative	Number of Staff (FTE)	2011/12		42.42							
5(g)	Care	Number of Staff (FTE)	2011/12		27.43							
	Industrial	Number of Staff (FTE)	2011/12		5.82							
5(i)	Professional and Technical	Number of Staff (FTE)	2011/12		47.18							
	Social Work	Number of Staff (FTE)	2011/12		43.64							
	Total				166.49							

Sickness absence

Indicator	Unit	Good is	Year	Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	Trend comparison	Performance Judgement	Comment																				
Corporate sickness absence • Average number of days lost per employee	Average	Low	2011/12	8.0	2.33						↑	A																				
			2010/11	8.0	1.8	2.13	2.72	2.42	9.07	Quarter on Quarter																						
<p style="text-align: center;">Average number of days lost per FTE employee during the quarter</p> <table border="1"> <caption>Data for Average number of days lost per FTE employee during the quarter</caption> <thead> <tr> <th>Year</th> <th>Quarter 1</th> <th>Quarter 2</th> <th>Quarter 3</th> <th>Quarter 4</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>1.8</td> <td>2.13</td> <td>2.72</td> <td>2.42</td> </tr> <tr> <td>2011/12</td> <td>2.33</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td>2.0</td> <td>2.0</td> <td>2.0</td> <td>2.0</td> </tr> </tbody> </table>													Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2010/11	1.8	2.13	2.72	2.42	2011/12	2.33				Target	2.0	2.0	2.0	2.0
Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4																												
2010/11	1.8	2.13	2.72	2.42																												
2011/12	2.33																															
Target	2.0	2.0	2.0	2.0																												
<p>We continue to carefully monitor levels and patterns of sickness absence and work closely with all managers, supporting them as they follow our robust sickness absence policies.</p> <p>Building on the sickness absence training already provided to managers, further training is planned over the coming months.</p> <p>As part of this support, Human Resources works closely with Occupational Health to provide support to those identified as having higher levels of sickness absence.</p> <p>The figures show that sickness absence is improving, with quarter 1 2011/12 showing the second successive quarterly fall. However the indicator has been scored as AMBER as quarter 1 was above the quarterly target.</p>																																

Customer Services

Indicator	Unit	Good is	Year	Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	Trend comparison	Performance Judgement	Comment	
CH 7	%	High	2011/12	80.0	88.76							<p>The purpose of this indicator is to ensure that the Council's Customer Service Contact Centre works towards resolving 80% of calls at first point of contact.</p> <p>The Customer Contact Centre received 146,739 calls in quarter 1, of these 46% came through on the 'General Enquiries' line.</p> <p>Analysis of these 'General Enquiry' line calls revealed that 25% (16,449) of these calls were where the caller was merely asking to be directed to a named member of staff, with no opportunity to achieve FPOC and have therefore been removed from the calculation.</p>	
			2010/11	80.0	87.29	89.53	90.46	89.64	89.23	Quarter on quarter	↕		G
			2009/10							76.0			