

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



please ask for Jonathon Partridge
direct line 0300 300 4634
date 29 March 2012

NOTICE OF MEETING

SOCIAL CARE, HEALTH & HOUSING OVERVIEW & SCRUTINY COMMITTEE

Date & Time

Thursday, 12 April 2012 10.00 a.m.

Venue at

Room 15, Priory House, Monks Walk, Shefford

Richard Carr
Chief Executive

To: The Chairman and Members of the SOCIAL CARE, HEALTH & HOUSING OVERVIEW & SCRUTINY COMMITTEE:

Cllrs Mrs R J Drinkwater (Chairman), N J Sheppard (Vice-Chairman), A L Dodwell, Mrs R B Gammons, Mrs S A Goodchild, Mrs D B Gurney, Mrs C Hegley, K Janes, I A MacKilligan and M A Smith

[Named Substitutes:

D Bowater, Dr R Egan, C C Gomm, P Hollick, J Murray and Miss A Sparrow]

All other Members of the Council - on request

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

AGENDA

1. **Apologies for Absence**

Apologies for absence and notification of substitute members

2. **Minutes**

To approve as a correct record the Minutes of the meeting of the Social Care, Health and Housing Overview and Scrutiny Committee held on 05 March 2012 and to note actions taken since that meeting.

3. **Members' Interests**

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

- (a) personal interests in any agenda item
- (b) personal and prejudicial interests in any agenda item
- (c) any political whip in relation to any agenda item.

4. **Chairman's Announcements and Communications**

To receive any announcements from the Chairman and any matters of communication.

5. **Petitions**

To receive petitions from members of the public in accordance with the Public Participation Procedure as set out in Annex 2 of Part A4 of the Constitution.

6. **Questions, Statements or Deputations**

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

7. **Call-In**

To consider any decision of the Executive referred to this Committee for review in accordance with Procedure Rule 10.10 of Part D2.

8. **Requested Items**

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

Reports

Item	Subject	Page Nos.
9	<p>Executive Member Update</p> <p>To receive a verbal update from the Executive Member for Social Care, Health and Housing.</p> <p>This item is scheduled for 5 minutes.</p>	*
10	<p>LINK Update</p> <p>To receive an update from Bedfordshire LINK on local health matters affecting LINK activity as defined by the Health and Social Care Act 2001.</p> <p>This item is scheduled for 5 minutes.</p>	* 15 - 18
11	<p>Transforming for Excellence</p> <p>To consider a briefing note relating to Bedford Hospital NHS Trust's Transforming for Excellence Programme. The Committee is asked to consider whether the implications of the programme represent a substantial variation in services and whether a Joint Health Overview and Scrutiny Committee is required.</p> <p>This item is scheduled for 20 minutes.</p>	* 19 - 28
12	<p>Musculoskeletal Service Harmonisation Project</p> <p>To consider a report that outlines a new model of Musculoskeletal (MSK) care for Bedfordshire. The Committee are asked to consider the new model of care and comment as appropriate.</p> <p>This item is scheduled for 20 minutes.</p>	* 29 - 36
13	<p>Empty Homes Strategy Review of Performance</p> <p>To receive a report that informs Members of performance in relation to tackling empty homes in Central Bedfordshire.</p> <p>This item is scheduled for 10 minutes.</p>	* 37 - 58

- 14 **Medium Term Plan: consultation document** * 59 - 76
- To receive the emerging Medium Term Plan for Central Bedfordshire Council for 2012-16 that sets out the Councils proposed priorities for the next four years. The Committee are asked to provide views to be considered by the Executive on 15 May 2012.
- This item is scheduled for 20 minutes.**
- 15 **Autism Strategy** * Presentation
- To receive a presentation that informs Members of the provision that is currently available for adults on the autistic spectrum in Central Bedfordshire, as requested at the previous meeting on 05 March 2012.
- This item is scheduled for 15 minutes.**
- 16 **The Strategic Housing Agenda for Central Bedfordshire** * 77 - 102
- To receive a report and presentation that provide an overview of the strategic housing agenda, arising from the Localism Act, Welfare Reform and the Government's National Housing Strategy. The Committee is requested to consider the changes outlined in the report with a view to commenting on how Overview and Scrutiny should be engaged in developing the Council's approach to respond to the changes.
- This item is scheduled for 30 minutes.**
- 17 **Capital Programme Report** * 103 - 110
- To receive the capital programme report for the Social Care, Health and Housing directorate as at the end of December 2011.
- This item is to be considered by exception only.**
- 18 **Revenue Budget Report** * 111 - 132
- To receive the revenue budget report for the Social Care, Health and Housing directorate for the quarter ended 31 December 2011.
- This item is to be considered by exception only.**

19 **Quarter 3 Performance Monitoring Report** * 133 - 140

To consider the quarter 3 performance monitoring report for the Social Care, Health and Housing directorate.

This item is to be considered by exception only.

20 **Work Programme 2012/13 and Executive Forward Plan** * 141 - 160

To consider the currently drafted Committee work programme for 2012/13 and the Executive Forward Plan.

This item is to be considered by exception only.

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CENTRAL BEDFORDSHIRE COUNCIL

At a meeting of the **SOCIAL CARE, HEALTH & HOUSING OVERVIEW & SCRUTINY COMMITTEE** held in Room 15, Priory House, Monks Walk, Shefford on Monday, 5 March 2012.

PRESENT

Cllr Mrs R J Drinkwater (Chairman)
Cllr N J Sheppard (Vice-Chairman)

Cllrs A L Dodwell
Mrs R B Gammons
Mrs S A Goodchild

Cllrs K Janes
I A MacKilligan
M A Smith

Apologies for Absence: Cllrs Mrs D B Gurney

Substitutes: Cllrs D Bowater (In place of Mrs D B Gurney)

Members in Attendance: Cllrs P N Aldis
Mrs C Hegley
M A G Versallion
Executive Member for
Social Care, Health &
Housing
Executive Member for
Children's Services

Officers in Attendance: Mr N Murley – Assistant Director Business &
Performance
Mrs J Ogley – Director of Social Care, Health and
Housing
Mr J Partridge – Scrutiny Policy Adviser

Others in Attendance Mrs C Bonser – Bedfordshire Local Involvement
Network
Mr M Coleman – Chairman, Bedfordshire LINK
Mr A Cooke – Head of Medicines Management,
NHS Bedfordshire
Mr N Gausden – NHS 111 Project Manager
Mr D Levitt – Deputy Director Communication
and Public Engagement, NHS
Bedfordshire

SCHH/11/85 Minutes

Further to Minute SCHH/11/80 the Committee were circulated with an update in relation to telecare services. The Committee were informed that prior to the introduction of charges there were 865 customer registered as using the telecare service. A total of 109 'flat rate clients' had ceased use of the service for various reasons following the introduction of charges. The Council had received no response from a further 116 flat rate clients, which may affect those numbers. The Committee would be provided with a full update at their

meeting in July 2012. The Council was not currently aware if any customers who had ceased their use of the Council's service had migrated to using a different service.

RESOLVED

That the minutes of the meeting of the Social Care, Health and Housing Overview and Scrutiny Committee held on 23 January 2012 be confirmed and signed by the Chairman as a correct record.

SCHH/11/86 Members' Interests

(a) Personal Interests:-

- Cllr D Bowater as a governor of the South Essex Partnership University NHS Foundation Trust (SEPT);
- Cllr K Janes as his family run care homes in Central Bedfordshire.

(b) Personal and Prejudicial Interests:-

None.

(c) Political Whip:-

None.

SCHH/11/87 Chairman's Announcements and Communications

The Chairman informed the Committee that the first informal meeting of the Joint Health Overview and Scrutiny Committee had been arranged for 8 March 2012.

The Committee were also informed that local quality accounts would be circulated separately to Members. Members were requested to provide any comments to the Chairman or the Scrutiny Policy Adviser so that they could be raised at a future meeting of the Committee prior to submission to relevant authorities.

SCHH/11/88 Petitions

No petitions were received from members of the public in accordance with the Public Participation Procedure as set out in Part D2 of the Constitution.

SCHH/11/89 Questions, Statements or Deputations

No questions, statements or deputations were received from members of the public in accordance with the Public Participation Procedure as set out in Annex 1 of Part A4 of the Constitution.

SCHH/11/90 Call-In

The Panel was advised that no decisions of the Executive had been referred to the Panel under the Call-in Procedures set out in Appendix "A" to Rule No. S18 of the Overview and Scrutiny Procedure Rules.

SCHH/11/91 Requested Items

No items were referred to the Committee for consideration at the request of a Member under Procedure Rule 3.1 of Part D2 of the Constitution.

SCHH/11/92 Executive Member Update

Councillor Mrs Carole Hegley, Executive Member for Social Care, Health and Housing updated the Committee on the following:-

- A safeguarding conference in Bedford and a stakeholder forum as part of the Healthier Together review in Milton Keynes that she had recently attended.
- A project relating to the harmonisation of housing needs that was currently underway.
- A public health conference she had recently attended hosted by the Local Government Association. The conference advised Councils on preparing for public health responsibilities. A Member briefing was to be provided to all Councillors.
- Events that had taken place in relation to the Ageing Well Programme and funding that was sought to develop a pilot scheme in Arlesey.
- The launch of the Diamond Jubilee Task Force by Mr Ken Lynch, a community volunteer service initially providing gardening services for the elderly.

SCHH/11/93 LINK Update

The Committee received a report from Charlotte Bonser, Bedfordshire LINK Operations Manager highlighting issues in relation to the lack of provision for adults on the autistic spectrum and out of hours services. In particular the Committee were informed that residents on the autistic spectrum could be precluded from accessing specialist support because they have a high IQ or because autism does not fall within learning disabilities or mental health provision. It was felt that more needed to be done to ensure that autism was diagnosed and that support could be provided to minimise the negative effect on a person's health, social and working life.

The Committee considered the issue and commented as follows:-

- A full briefing on the issue should be presented to a future meeting. The briefing should include the Central Bedfordshire approach to commissioning services.

- The lack of a clear pathway for GP referrals led to a lack of support for those on the autistic spectrum. The development of a clear pathway and increased knowledge and training for GPs may improve services.
- The particular importance of providing support to children on the autistic spectrum and of appropriate diagnosis and referral at a young age. The Committee was informed that there had been a vast improvement in this area.

RESOLVED

That a report be presented to a future meeting of the Social Care, Health and Housing Overview and Scrutiny Committee relating to provision for adults on the autistic spectrum in Central Bedfordshire.

RECOMMENDED

That a joint report in relation to diagnosis and provision of support for adults and children on the autistic spectrum in Central Bedfordshire be considered at a future meeting.

SCHH/11/94 Bedfordshire Community Health Services: medicine management

The Committee received a presentation from Andy Cooke, Head of Medicine Management for NHS Bedfordshire that informed Members of the aim to improve the safe and cost-effective use of medicines.

In response to issues highlighted in the presentation Members raised and discussed the following issues in detail:-

- The benefit of district nurses being able to provide dressings in the future without having to obtain a prescription from a GP.
- The importance of patients taking medication at the appropriate time of day.
- More frequent reviews of prescribed medicines were required to reduce those that were unnecessarily included on repeat prescriptions. The use of community pharmacies as well as GPs in undertaking this role was to be encouraged.
- Particular attention should be given to reviewing the prescribed medicines of those who were the subject of a long-term stay in hospital or those in care so as only those medicines that were necessary were taken.
- The spread of community pharmacies, the location of which could not be influenced by the NHS in some cases as a licence was not required for an NHS pharmacy that opened for less than 100 hours per week.
- The benefit of standardising the appearance of medicines and packaging, which was the responsibility of the Department of Health.

- The variation in cost for paracetamol when purchased on prescription or over the counter. The NHS had rationalised pack sizes to try and achieve savings.
- The need for strict quality control over drugs supplied in the UK.

NOTED the presentation

SCHH/11/95 NHS 111 Service

The Committee received a presentation from Nigel Gausden, 111 Project Manager, regarding the implementation of the NHS 111 programme, a joint NHS and Department of Health programme to deliver a national phone service to provide access to urgent but non-life threatening healthcare.

In response to issues highlighted in the presentation Members raised and discussed the following issues in detail:-

- Concerns there were several reporting lines within the programme.
- The importance of NHS 111 call advisers having local knowledge so as callers could be advised appropriately.
- The benefit of planned 'warm transfers' that would mean callers would not have to wait for a call back to receive health advice or have to repeatedly answer the same questions.
- The implications of the new number for the NHS Direct service.
- The ability for call advisers to transfer callers from the 111 number to 999 and vice versa. If it was felt necessary an ambulance could be dispatched immediately to anyone who dialled 111.
- The importance of clear information relating to the NHS 111 number and the police non-emergency 101 number. There was potential for confusion if residents were not appropriately informed of the differences between the numbers. It was commented that the NHS and Bedfordshire Police should consider providing joint publicity to minimise confusion and that the two services should coordinate so that callers who did ring the wrong number could be transferred.
- The need to consider the relationship between the NHS 111 service and the Council's adult social care services. The NHS should communicate with the Council to ensure that callers could be transferred to local adult social care services where appropriate.

RECOMMENDED

- 1. That the NHS and Bedfordshire Police consider producing joint publicity to make residents aware of the 111 and 101 numbers and the differences between them. The organisations should also**

consider if the services could be linked so that callers could easily be transferred between the two if they dialled incorrectly.

- 2. That the NHS consult with the Council regarding the need to include adult social care services in the directory of services so that callers can be transferred or advised appropriately.**

RESOLVED

That a further report on the NHS 111 service be presented to the Social Care, Health and Housing Overview and Scrutiny Committee in 6 months. The report should address the concerns of the Committee and comment on the interaction with other partners in establishing the NHS 111 service.

SCHH/11/96 Local Account of Performance in Adult Social Care 2010/11

The Committee received a report of the Executive Member for Social Care, Health and Housing informing the Committee of progress on the production of the Local Account for Adult Social Care. In addition to the report it was commented that there has been very little information relating to the prescribed format of the Local Account. It was hoped that guidance would be available to assist with the development of the 2011/12 Local Account.

In response to the draft Local Account Members raised the following comments in relation to the content and presentation of the 2010/11 format and possible improvements for 2011/12:-

- It was not clear who the intended audience of the 2010/11 account were. An executive summary of the document would help to make it more accessible to a range of audiences. It may be appropriate to draft two copies of the 2011/12 Local Account, one to be used as an evidence base and another to be more public-focused.
- The punctuation and flow of the 2010/11 Local Account could be improved.
- Web links contained within the 2010/11 Local Account were too long and needed to be shortened if they were to be included.
- Queries if the figure of 88% of assessments being completed within four weeks of the initial contact and the target for 11/12 were accurate.
- The importance of celebrating success and positive performance as well as reflecting on what we needed to improve.
- The importance of carers and the need to enhance access to information and advice in relation to care and support services.
- The value and importance of including specific case studies in the Local Account.

RECOMMENDED

That the Executive Member consider the comments raised by the Committee in relation to the 2010/11 Local Account and suggestions for the 2011/12 Local Account.

SCHH/11/97 **Draft Work Programme 2011/12 and Executive Forward Plan**

Members considered the draft work programme for 2011/12 and Executive Forward Plan and noted the following:-

- The report on improving the experience of people leaving hospital through more effective practice and partnerships would not be considered on 12 April 2012. This item would be rescheduled to an appropriate date. The Chairman commented on the importance of the Member Working Group to improve the quality of hospital discharges. It was commented the working group may also include representatives from the LINK
- A briefing on Ageing-Well would be considered at the meeting on 18 June 2012.

RESOLVED

That subject to the following amendments the draft work programme be approved:-

- 1. Improving the experience of people leaving hospital through more effective practice and partnerships be considered in April 2012.**
- 2. A briefing on ageing-well be added to the work programme in June 2012.**

(Note: The meeting commenced at 10.00 a.m. and concluded at 12.04 p.m.)

Chairman.....

Date:.....

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Meeting: Social Care, Health and Housing Overview and Scrutiny Committee
Date: 12 April 2012
Subject: **BEDFORDSHIRE LINK REPORT**
Report of: Operations Manager, Bedfordshire LINK (covering Central Bedfordshire)
Summary: This report is to update members on the key work items and issues the LINK is engaged, with for consideration and note as required.

Advising Officer: Max Coleman and Charlotte Bonser, LINK and Host
Contact Officer: Charlotte Bonser
Public/Exempt: Public
Wards Affected: All

CORPORATE IMPLICATIONS

Council Priorities:

1.
 - Supporting and caring for an ageing population
 - Creating safer communities
 - Promoting healthier lifestyles.

Financial:

2. Not applicable.

Legal:

3. Not applicable.

Risk Management:

4. Not applicable.

Staffing (including Trades Unions):

5. Not applicable.

Equalities/Human Rights:

6. Not applicable.

Community Safety:

7. Not applicable.

Sustainability:

8. Not applicable.

Public Health

9. Not applicable

Procurement:

10. Not applicable.

RECOMMENDATION:

The Committee is asked to consider and note the report:-

Background

11. The LINK is working towards completing its agreed work plan and as a HealthWatch Pathfinder area working with the Council to ensure a smooth transition from LINK to the new HealthWatch entity in Central Bedfordshire. In view of this, the LINK has been focussing on three areas on its main work plan that is: nursing care and hospital discharge, mental health care pathways and care in nursing and care homes in the area. This report deals with the first two areas.

Working to improve Care and Dignity issues in secondary care

12. There are two issues in this category that have given the LINK cause for concern; we have alluded to these in previous reports to the OSC. Firstly, in terms of care for patients, particularly for older patients in hospital, there have been six issues logged recently by the LINK which indicate that this care has not always been to an acceptable standard, i.e. showing a good level of nursing care or patients being treated with due regard to their dignity. These incidents relate to Bedford, L&D and Lister Hospitals. The problems we face as a LINK in challenging and improving the situation is that many patients do not wish to formalise their complaints, for example take their complaint through the hospital or NHS PALs process or through independent complaints advocacy.

13. In view of the reluctance of patients to make formal complaints to the acute Trusts, in order for the LINK to provide more than anecdotal information of what the issues are, and to also highlight where care is of a good/high standard, it has agreed to conduct visits to the Bedford and Luton & Dunstable Hospitals during April/May 2012 to specifically observe nursing care and, if possible and appropriate, to talk to patients and staff. The LINK has statutory rights under the Local Government and Public Involvement Act of 2007 to conduct enter and view visits to health and social care bases, and will be writing to both Hospitals asking to visit randomly selected elderly care wards. Also, two incidents logged relate to Lister Hospital, and this may possibly involve a joint visit with Hertfordshire LINK. All visit reports and recommendations will be shared with the Hospitals and Commissioners concerned.
14. In terms of discharge from hospital. The LINK has been logging issues on discharge from hospitals used by Central Beds residents. Responses to a questionnaire to the LINK membership conducted during the middle of 2011, highlight some issues such as no Hospital personnel asking the patient if they were able to cope after discharge, poor communication between Hospital and GP practice, leading to no follow up for the patient such as support from a district nurse and long waits for medication. The LINK would like to work with the Council to scope this area further and interview patients willing to talk about their experience of discharge from hospital.

Working to Improve mental health pathways for patients

15. The Committee has heard the LINK highlight on several occasions concerns about the care pathways for patients with mental health illness. The LINK has been working with service users and colleagues in SEPT to improve the situation for the residents in Central Bedfordshire by giving regular feedback to SEPT on issues facing service users which have been reported to the LINK, and by making visits to some of the mental health provision such as the Community Mental Health Team bases and day centres. These reports have been shared with SEPT and will be shared with the Commissioners shortly.
16. The LINK is pleased to report that the Weller Wing Stakeholder Group terms of reference is now being re-drafted to ensure the inclusion of key stakeholders from Central Bedfordshire.
17. The LINK is also working with SEPT colleagues to hold a joint LINK/SEPT Mental Health Information in June 2012 to help service users, carers and the public to understand the structures and pathways within SEPT and to ask questions of a panel from the Trust.

Appendices:

None

Background papers

Not applicable

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Meeting: Social Care, Health and Housing Overview and Scrutiny Committee
Date: 12 April 2012
Subject: Bedford Hospital NHS Trust: Transforming for Excellence
Report of: Cllr Carole Hegley, Executive Member for Social Care, Health and Housing
Summary: The report invites the Committee to consider whether a formal Joint Health Overview and Scrutiny Committee is required in relation to the proposed consultation regarding Bedford Hospital NHS Trust's Transforming for Excellence Programme (TfE)

Advising Officer: Julie Ogley, Director of Social Care, Health and Housing
Contact Officer: Jonathon Partridge, Scrutiny Policy Adviser (0300 300 4634)
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

1. The Transforming for Excellence Programme by Bedford Hospital NHS Trust will have an impact on the following Council Priorities:
 - Supporting and caring for an ageing population
 - Promoting healthier lifestyles.

The Committee is invited to consider how best to scrutinise the programme.

Financial:

2. Costs for the establishment and running of a Joint Health Overview and Scrutiny Committee can be met from existing budgets.

Legal:

3. The Local Authority (Overview and Scrutiny of Health Function) Regulations 2001 require that NHS bodies consult the relevant Overview and Scrutiny Committee where there is a proposed substantial variation or development of health services in the area. Overview and Scrutiny Committees are statutory consultees. An Overview and Scrutiny Committee can decide whether or not it wishes to respond to the consultation.

4. Under Section 7 of the Health and Social Care Act 2001, Social Services authorities are required to appoint an Overview and Scrutiny Committee to review health services within the local authority area. In Central Bedfordshire Council, this function is carried out by the Social Care Health & Housing Overview and Scrutiny Committee.
5. Further to this, the Secretary of State issued a Direction in 2003 with regard to NHS consultations that cover several local authorities. Where this is the case, those authorities' Overview and Scrutiny committees that wish to be involved in the consultation must form a Joint Committee. Councils' Overview and Scrutiny Committees cannot choose to be consulted separately. Under current legislation, a joint committee of this nature is required to be politically proportionate unless the Councils involved agree to waive that requirement.

Risk Management:

6. There are no direct risk implications arising from this report.

Staffing (including Trades Unions):

7. There are no direct staffing implications arising from this report.

Equalities/Human Rights:

9. There are no direct equalities implications arising from this report.

Community Safety:

10. Not applicable.

Public Health

11. There are no direct public health implications arising from this report.

Sustainability:

12. Not applicable.

Procurement:

13. Not applicable.

RECOMMENDATION(S):

The Committee is asked to:

1. Consider whether this is a substantial variation or development of services and therefore a formal public consultation is required, and;
2. Subject to recommendation 1 above, to agree in principle that a Joint Health Overview and Scrutiny Committee be established.

Background

14. The Bedford Hospital NHS Trust have provided the **Appended** briefing, which outlines the detail of the work that will be carried out under the Transforming for Excellence (TfE) Programme. Representatives from the TfE Programme will be at the Committee's meeting to present the briefing and to answer the Committee's questions.
15. As the TfE programme will affect services that are delivered to residents across a number of local authorities, it is likely that a joint Health Overview and Scrutiny Committee (JHOSC) will be formed. Bedford Borough Council's Adult Services and Health Overview and Scrutiny Committee are also receiving a presentation in relation to the TfE programme at their meeting in April where they will consider if they feel this is a substantial variation and whether a JHOSC is required.
16. It is proposed that, once all the Councils have considered the matter and decided individually whether a joint HOSC is required, formal appointment processes will be undertaken including more detail on the composition of the Joint HOSC. It should also be noted that the NHS 'duty to involve' requires consultation with all local authorities where patients of the services under consideration reside, and therefore it may be possible that a Joint HOSC will include additional local authorities from the borders of the area.

Appendix:

Appendix: Briefing Paper from Bedford Hospital NHS Trust relating to the Transforming for Excellence programme

Background papers and their location: (open to public inspection)
None.

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Appendix **A**

Transforming for Excellence

Briefing Paper for Social Care, Health and Housing Overview and Scrutiny Committee Members

March 2012

Introduction

This briefing paper provides members with an overview of Bedford Hospital NHS Trust's Transforming for Excellence Programme.

The programme introduces changes and improvements in medical and nursing working practices, which means patients avoiding hospital admission where possible, being treated more efficiently, staying in hospital for less time and being discharged, with support, more effectively. As a result, the hospital will be able to treat the same number of patients in fewer inpatient beds, as patients stay in hospital for less time.

These improvements provide the hospital with the opportunity to look at how it can best use its wards to maximise benefits to patients.

The briefing also provides information on the proposed ward reconfiguration as a result of improving our services.

The Transforming for Excellence Programme

Bedford Hospital launched its Transforming for Excellence Programme in January 2012. The programme aims to ensure the Trust is meeting the health needs of local people in providing high quality care and services, efficiently and sustainably, based on best practice.

The programme was also designed to help the Trust meet its £20m savings target (to 2014 in line with the national QIPP programme) by improving clinical and operational performance to the levels of the top ten per cent of NHS Foundation Trusts in the country.

In designing and implementing the Transforming for Excellence Programme, the Trust sought external expertise and additional operational management capacity from Ernst and Young.

The programme comprises 20 project groups under three workstreams (clinical effectiveness; workforce and operational support; and business unit delivery). Each group is led by a clinician (doctor or nurse) or has significant clinical input. The eight clinical effectiveness project groups are all clinically led.

Three of the eight clinical effectiveness project groups – acute models of care, readmission avoidance, and ward management – have driven the ward reconfiguration through their recommendations to change clinical working practices.

Drivers for change

A key objective for the Trust is to provide better care and services to patients by improving performance in a number of areas, all of which will have a direct impact on the number of beds that we need.

Those improvements mean we will be treating people more quickly, treating more patients as day cases and will be working towards more supportive discharge to enable patients to go home sooner. These areas of work to improve care are explained in more detail below:

1. **Treating patients more efficiently reducing length of stay).** We are working to reduce lengths of stay by increasing senior medical review, reducing delays in accessing diagnostics and starting patients' treatment more quickly
2. **Keeping people healthy at home (reducing readmissions).** We are developing new discharge pathways and increasing post-discharge support to ensure patients are not readmitted to hospital with an avoidable complication or reoccurrence of their condition
3. **Better discharge processes (developing community and outreach services).** We are working more closely with community health and social care providers to improve patient pathways and enable patients to be discharged more quickly with appropriate supportive community care packages
4. **Fewer emergency admissions.** We are planning to increase our capacity and ability to treat more emergency patients as day cases (ambulatory emergency care), so more patients will be assessed, treated and discharged on the same day

These improvements mean that we will need fewer beds, and also that we will need to use beds differently to meet changing health needs and make sure we are delivering the best standards of care.

Ward reconfiguration

Whilst we improve and develop services, we also want to ensure we are using our estate in the best way possible. We currently have some wards that do not have adequate space for their services and so are not fit for purpose. Changing how we use beds as a result of improvements in care will also create space to allow us to move the physical location of some wards to provide better space and facilities for patients long-term.

The changes proposed support and are supported by the following ten principles:

1. All changes to services are clinically led and supported, and help Bedford Hospital to deliver better care to patients
2. Patients care should be reviewed by a senior doctor at least once a day
3. Patients should spend as little time in hospital as possible
4. Patients should be discharged, with appropriate support, as soon as they are medically fit
5. Patients should not be readmitted with an avoidable complication or reoccurrence of their condition
6. Patients should be treated as day cases wherever possible
7. The Trust's main acute wards should all be located in the main ward block for ease of access to senior medical staff in emergency situations and close proximity to theatres
8. Services should be based in wards that are fit for purpose now and in the future
9. Changes to the configuration of wards allow flexibility to deal with peaks in demand for acute care
10. Changes and new developments will meet all mandatory requirements (e.g. single sex compliant)

A lot of work has been taking place, looking at how our current bed base is used and how it could change to better meet the needs of patients. This includes:

- Looking at which wards need to change their physical location in order for them to expand and develop
- Changing the function of other wards by locating specialties together
- Creating space through better care pathways, so we are able to develop new services on site to meet local health needs

New services linked to changes in how we use our beds are also being developed now. These include:

- The creation of a Surgical Assessment Unit
- A new model of care for the Acute Assessment Unit
- (Potentially), the creation of a discharge lounge

As a result of this work, clinical staff (nursing and medical) developed a number of options on how wards and beds could change to accommodate new service developments and reflect improvements in the care we deliver.

Those options were tested with senior nursing and medical staff as well as senior operational managers, and one option was identified by all groups as offering the best solution for clinical services.

An overview of the proposed ward changes

1. Whitbread Sub Acute Ward transfers patients to Russell Ward on a temporary basis. Russell Ward opens to become the temporary Sub Acute Ward
2. The Day Treatment Unit moves to Arnold Whitchurch Ward on a temporary basis. Arnold Whitchurch Ward becomes the temporary Day Treatment Unit
3. Richard Wells Ward transfers patients to Whitbread Ward. Whitbread Ward becomes the respiratory ward
4. Reginald Hart Ward transfer patients to Richard Wells Ward. Richard Wells Ward becomes the Trauma Ward
5. Howard Ward and Orchard Gynae transfer patients to Reginald Hart Ward. Reginald Hart Ward becomes the cold orthopaedic breast and gynaecology ward. Orchard Gynae closes
6. Victoria Stroke Unit transfers patients to Howard Ward. Howard Ward becomes the stroke unit
7. The Surgical Assessment Unit is established on Victoria Ward
8. Elizabeth Ward transfers gastroenterology patients onto Shuttleworth Ward. Shuttleworth Ward becomes the gastroenterology/ colorectal ward. Elizabeth Ward closes
9. The Fracture Clinic moves patients to Victoria Ward
10. The Day Treatment Unit moves patients to Victoria Ward

The majority of the proposed ward changes are about moving location rather than function, but for Orchard Gynae, Shuttleworth, Elizabeth and Howard wards the changes proposed are significant because the function of the wards would change.

The proposed option means Orchard Gynae and Howard Ward patients transfer to Reginald Hart Ward, which becomes the cold orthopaedic, breast and gynaecology ward. Orchard Ward would close and Howard Ward would become the stroke unit. Elizabeth Ward patients would transfer to Shuttleworth Ward, which would become the gastroenterology and colorectal ward. Elizabeth Ward would close.

No services are stopping – the services will be re-provided in different ward locations.

How the changes will affect staff

Because of these functional changes and closures, the 94 staff on these four wards would be placed at risk of redundancy. Staff on other wards changing location but not function (Stroke Unit, Whitbread Ward, Richard Wells Ward, Reginald Hart Ward, Fracture Clinic, Day Treatment Unit) will not be placed at risk of redundancy.

The Trust has already put in measures to limit the potential for compulsory redundancies. This includes a targeted vacancy freeze, the redeployment of staff into new services (like the Surgical Assessment Unit), work with community partners (Milton Keynes Community Health Services) and the planned introduction of the Mutually Agreed Resignation Scheme (MARS) across the organisation as a whole. The Trust began its formal consultation with the 94 affected staff following a meeting of the Joint Staff Management Committee on Tuesday 13 March.

How the changes will affect patients

All patients will receive better, more efficient care as a result of changes to clinical working practices. For example:

- There will be a new service with the introduction of a Surgical Assessment Unit, which will mean better urgent surgical assessment for patients attending A&E.
- The stroke ward will be in the main block in a modern environment.
- There will be fewer readmissions.

There will be no reduction in the services the Trust provides as a result of the ward reconfiguration.

Staff engagement

The Transforming for Excellence programme is clinically led and driven and directly involves the majority of the Trust's medical and nursing leadership team.

The Trust has engaged extensively with all staff throughout the programme, with updates and information published weekly. As part of our internal engagement programme, we are doing the following:

1. Publishing information and updates through The Week (weekly internal CEO bulletin)
2. Briefing managers and professional service leads monthly through Team Brief, with an onward cascade to teams
3. Holding CEO-led Time to Talk staff roadshows once a month (as a minimum – these are now usually held more frequently)
4. Briefing the Joint Staff Management Committee (Trade Union) members at the same time as senior managers and seeking feedback and comment
5. Updating the Medical Staff Committee, Nursing Advisory Board, Medical Advisory Board and other professional forums, to seek feedback and comment
6. Using anonymous feedback forms so staff can ask questions anonymously, with answers published through weekly and monthly bulletins
7. Holding a Staff Council meeting once a month, with 40 staff councillors from across all professions (councillors are not managers). Councillors act as communication ambassadors and also provide challenge and feedback on the programme projects and workstreams

8. Open-door policy for executives and board members for staff across the organisation to seek additional information or clarification

Public engagement

We have been open and transparent about the Transforming for Excellence Programme and proposed ward reconfiguration, publishing all information proactively through our website/ Twitter and direct to local media, commissioners, MPs, LINKs and other stakeholders.

The Trust is also:

1. Writing to more than 250 GPs to advise them on the proposals and invite comment (GP Matters magazine – March edition)
2. Writing to 6,000 local residents who have signed up to our membership scheme to advise them on the proposals and invite comment (Members Matters magazine – spring edition published in March)
3. Launching a Patient Council to involve local people in changes and developments (invitations sent to 6,000 members, plus online and through local media)
4. Meeting with LINKs and local charities
5. Updating patient and carer groups and inviting comment and feedback on the proposals

We have also sought advice on using the Citizens' Panels, which will form part of our engagement plan. Further advice on appropriate engagement from members would be most welcome.

Next steps

The Trust would welcome informal feedback, comments and questions on the programme and specifically the proposed changes to wards to communications@bedfordhospital.nhs.uk

Meeting: Social Care, Health and Housing Overview and Scrutiny Committee

Date: 12 April 2012

Subject: Musculoskeletal (MSK) system redesign

Report of: Tim O'Donovan, Service Redesign Manager – QIPP Planned Care Team

Summary: The proposed change outlines a new model of Musculoskeletal (MSK) care in Bedfordshire that will, when commissioned, deliver:

a new model of care designed by the MSK clinicians, centred around patients, that focuses on the delivery of an integrated MSK system across BCCG localities and communities across Bedfordshire, with the overall aim of making sure patients receive the right care, at the right time, first time.

Advising Officer: Paul Groom (Head of Commissioning Central Bedfordshire Council)

Contact Officer: Tim O'Donovan (Service Redesign Manager, Bedfordshire Clinical Commissioning Group)

Public/Exempt: Public

Wards Affected: All

Function of: NHS

CORPORATE IMPLICATIONS

Council Priorities:

1. The delivery of an effective MSK service will support the delivery of effective health services for residents and will impact on the Council's priorities of supporting and caring for an ageing population and promoting healthier lifestyles.

Financial:

2. The financial impact is that there is scope for community services to be delivered for a more cost effective return in comparison to costs associated to hospital based care. There are anticipated savings in delivering care within the community.

Legal:

3. No legal implications to the Central Bedfordshire Council are anticipated

Risk Management:

4. The project progress, risks, issues will be monitored by the QIPP Planned Care Board, who will ensure delivery and accountability for the project. The MSK project brief has been approved by the planned care board in October 2011 for project initiation. The Bedfordshire Clinical Network will provide clinical assurance to the system redesign and project implementation

Staffing (including Trades Unions):

5. Reassurance will be sought from providers on the areas below either through their response at PQQ/ITT or at panel. Workforce in the
 - Right number
 - Right skills
 - Right place
 - Right quality including TUPE

Equalities/Human Rights:

6. An initial equality impact assessment has been done and, no negative impact or specific issues have been highlighted at this stage

Community Safety:

7. Not applicable.

Sustainability:

8. More than half of the carbon footprint of the NHS in England is associated with the products and services it procures. Carbon emissions associated with the extraction, processing, assembly, packaging, transport, storage and handling of products and materials that are consumed directly and indirectly by service providers account for nearly 59% (11 million tonnes CO₂e) of the total carbon footprint.

NHS Bedfordshire's ambition is to play a leading and innovative role at a regional and local level, ensuring a shift to a low carbon organization achieved through high standards of sustainable development, based on the principles of good corporate citizenship that will have positive impacts on health, expenditure, efficiency and equity.

NHS Bedfordshire's Sustainability Policy (March 2011)

- To minimise the environmental impact of travel in everyday business and commissioned services
- To work in partnership to promote and achieve sustainable development throughout Bedfordshire

NHS Bedfordshire's Procurement Policy (June 2010) - Section 8.5.3

NHS Bedfordshire wishes to work with organisations that share a commitment to preserving the world's natural resources, and as far as reasonably practicable and consistent with procurement law and guidance, NHS Bedfordshire's procurement choices will favour products showing clear environmental advantages

Public Health

9. Public health implications as detailed in the report.

Procurement:

10. The procurement route chosen will be competitive tender to identify the best and appropriate provider

RECOMMENDATION:

The Committee is asked to support the proposal of an integrated MSK system across Bedfordshire, with an aim to deliver with better outcomes and improved quality of care for patients whilst realising improved value for money by incentivising a shift of resources from the acute setting to communities across Central Bedfordshire.

Background

11. The management of musculoskeletal conditions is currently primarily undertaken by rheumatologists and orthopaedic surgeons within an acute setting but do not have integration with other related MSK specialities within the community and primary care.

Problem with the current model of care

12.
 - Outdated, hospital-oriented system of care. This system was set up long before advances in physiotherapy, exercise and drug interventions resulted in opportunities for community-based services to achieve better outcomes and enable more efficient use of resources.
13.
 - Unwarranted clinical variation in activity. Differences in the treatment and care received for comparable conditions, with differences in access of that treatment/care.
14.
 - Lack of integration:
 - Primary, community & secondary care
 - Physical and mental health
 - Health and social
15.
 - Variable service quality and customer experience

16.
 - Insufficient personalisation, support for self-care or shared decision making
17.
 - Unnecessary referrals into secondary care
18.
 - Duplication in services
19.
 - Multiple entry & exit points into system
20.
 - Multiple stand-alone contracts across the MSK system
21. The effect of this traditional model of care, delivers an over reliant hospital based model that results in a lack of coordination, integration of services, where patients find themselves being ping ponged around the system, experiencing unnecessary delays.
22. The release of national publications such as the Musculoskeletal Services Framework (2006) and Making the Shift (2006) make a strong case for the shift of resources from the acute setting into the community, delivering integrated multidisciplinary assessment and treatment, better value and improved patient outcomes.

Patient Journey now and in the future

23. Patients are currently referred by their GP to a number of different musculoskeletal services which tend to work in isolation from each other. The majority of MSK patients are referred to specialist consultants within secondary care, even though the majority of those patients (70%) do not require surgical intervention. Sometimes this means patients are not seen by the right service or could be receiving care from different professionals over the same period of time without a clear understanding of what treatment is offering the most benefit. If treatment offers little benefit, then patients are often required to go back to their GP for further referral. This can create unnecessary delays for patients in receiving the right care
24. We would like to start the proposed new musculoskeletal integrated service across Bedfordshire from April 2013. If we go ahead with our plans, patients will notice four important differences.
25. Main benefits to patients will be
 - 25.1 Easier access to a community assessment and treatment service

Patients will have access to a MSK community team that will bring together the skills of physiotherapy Extended Scope Practitioners, specialist GPs, pain specialists and podiatrists alongside rheumatology and orthopaedic consultants. This will provide a comprehensive service that can assess and treat most patients in the community and so reduce the need to be referred to hospital. GPs would refer patients to the new service.
 - 25.2 Telephone access

Telephone assessment and advice is an integral part of the service, helping patients to manage their condition around the demands of your work and home life. The philosophy is to provide early advice and management to help patients improve and prevent long term problems.

25.3. Central assessment of referral

Patient referrals will be sent into the new musculoskeletal service will be evaluated by an experienced MSK clinician to ensure patients access the right care at the right time, first time.

25.4. Rapid Access

Improved timely access to diagnosis and treatment within the community. Patients, where clinically appropriate, will still access hospital care

Integration between Health And Social Care (BCCG, Bedford Borough Council and Central Bedfordshire Council)

26. The proposed clinical model is built around integration of MSK specialities. It has also been recognised as feedback received from engagement primarily from patients and GPs, that patients in the proposed model receive timely access to commissioned social care services e.g. gym referral, exercise programmes, gentle swim initiatives.
27. Discussions have started with both Bedford Borough Council and Central Bedfordshire Council. The ultimate outcome of these discussions are that that relevant social care and public health commissioned services will accept direct referral at any appropriate part within the MSK patient pathway, and will not need to be referred back to their GP. This will help support ensuring patients are able to access support in timely manner and not receive unnecessary delays through fragmentation.
28. A project team has been developed comprising of an SRO, BCM and PM structure that is in line with NHS Bedfordshire Project best practice. The project has also a clinical lead, who chairs the Bedfordshire MSK Clinical Network meetings.
 - Project Manager – Tim O’Donovan
 - MSK Clinical Lead – Dr Andrew Edwards
 - Business Change Manager – Alison Lathwell
 - Senior Responsible Officer – Diane Gray

Supporting informed choice

29. By providing recommendations for referral, triage should not bypass the MSK patient in decision making. patients will be involved in shared decision making about choice of provider, choice of treatment, choice of healthcare professional and choice of location of care, e.g.: “No decision about me without me”.

30. Patient choice will not be negatively affected. Patients will still continue to be offered choice by their GP of a secondary care provider for clinically appropriate surgical intervention. Where patients are receiving community intervention from the proposed MSK community service, patients will have improved access to multi-disciplinary teams and specialist consultant opinion.
31. The service will promote the use of telephone assessment and follow ups where appropriate or where the patient prefers. If a patient requires referral from the community MSK service to secondary care, patient choice of secondary care provider will come into effect.
32. Patient expectations can significantly affect perceptions of outcome, so patients need to understand what can and cannot be expected from their treatment or intervention. Time is well spent in listening to the concerns of patients and helping them to understand treatment options, so that treatment decisions match clinical need, and expected outcomes are achieved.
33. To assist patients to make choices, they will need access to:
 - Decision aids – such as pamphlets, DVDs and websites such as GPref designed to help people understand their options, consider the personal importance of possible benefits and harms, and participate in decision making
 - Information prescriptions – links or signposts to guide people to sources of information about their health and care
 - Voluntary sector advice – patient groups and charities which can provide a range of information to assist patients in how to manage their condition
 - Access to personal care planning tools – such as the Personal Health Plan which allows people to have greater ownership over their care and treatment.

Broader determinants of health benefit

34. As part of the implementation of an integrated service delivering MSK related interventions, there will be close links with social care which will ensure links into exercise referral schemes, gym access and swimming initiatives. Links have been made with public health pathways such as smoking cessation, tobacco control and weight loss to ensure further integration of services, and reducing the risk of patients experiencing unnecessary delays and inconvenience in access.
35. The expectation is that people with an MSK condition will be able to access rapid, integrated services that will help support and improve patients overall wellbeing. E.g. supporting people to remain in employment
36. An outcomes-driven approach to commissioning will be adopted which aims to get away from an activity based centrally-driven process, and deliver outcomes that matter most to patients. The NHS Outcomes Framework sets national outcome goals, across 5 domains. The MSK outcomes anticipated will be aligned with the 5 domains of the new NHS Outcomes Framework

- **Domain 1 Preventing people from dying prematurely**
- **Domain 2 Enhancing quality of life for people with long-term conditions**
- **Domain 3 Helping people to recover from episodes of ill health or following injury**
- **Domain 4 Ensuring that people have a positive experience of care**
- **Domain 5 Treating and caring for people in a safe environment and protecting them from avoidable harm**

37. For example:

- **Domain 3, helping people recover episodes of ill health or following injury**, by showing a reduction in the amount of patients readmitted within 28 days of admission of a planned care procedure
- **Domain 2, enhancing quality of life for people with long-term conditions**, by reducing average length of stay time spent in hospital by people with, long term MSK conditions
- **Domain 4, Ensuring that people have a positive experience of care**, Waiting time for MSK patient between first attendance at GP practice and first referral for specialist care e.g. Rheumatologist, orthopaedic surgeon.

38. Using Patient reported outcome measures such as the Oxford Hip & Knee Score or EQ-5D % of patients reporting an improvement in pain, mobility after treatment.

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Meeting: Social Care Health and Housing Overview and Scrutiny Committee

Date: 12 April 2012

Subject: Empty Homes Strategy review of performance

Report of: Cllr Carole Hegley , Executive Member for Social Care Health and Housing

Summary: The report proposes that Members of Overview and Scrutiny review and note performance in tackling empty homes in Central Bedfordshire

Advising Officer: Julie Ogley, Director of Social Care Health and Housing

Contact Officer: Nick Costin, Head of Private Sector Housing

Public/Exempt: Public

Wards Affected: All

Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

1. The report supports the Council Priorities;
 - Supporting and caring for an ageing population
 - Managing growth effectively
 - Creating safer communities

Financial:

2. The capital programme includes a budget of £160K net for 2012/13. The business model for Empty Dwelling Management Orders (EDMO's) includes repayment of the capital renovation costs through rent collected during the lifetime of the EDMO lease (maximum 7 years). In addition, Genesis housing association will provide £20K per property under the current framework agreement. The Council received notification on 5 March 2012 that a bid for £200K Government empty homes funding from the Home and Community Agency is successful. This funding will be used for non enforcement solutions.
3. The harmonisation of Council tax policy for empty homes in April 2011 increased the potential for increased Council Tax income from empty home owners in the north of Central Bedfordshire. The anticipated increase in income is £432K.

Legal:

4. All high level enforcement action in respect of empty homes is undertaken with close liaison with Legal and Democratic Services.

Risk Management:

5. The following risks have been identified;
 - Risk of failing to Deliver Council Priorities
 - Reputational risk, arising from dissatisfaction from the neighbouring residents of these properties.
 - Risk of challenge to Council by property owners
 - Partnership risks resulting from the development of the partnership with Genesis Housing Association.
 - Risk of non delivery of the programme as a result of time needed to progress applications for enforcement action.
 - Financial risks arising from the programme slipping.
 - Failure to discharge statutory responsibilities.

These risks are minimised through joint working between Housing Services and Legal and Democratic Services, and through the learning from current experiences. All potential risks associated with developing the partnership with Genesis Housing Association are being minimised through joint work on the current pilot properties agreed by Executive in Sept 2009

Staffing (including Trades Unions):

6. Not Applicable.

Equalities/Human Rights:

7. Public authorities have a statutory duty to promote equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of nine protected characteristics; age disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
8. The empty homes strategy is designed to help meet the needs of people needing accommodation in Central Bedfordshire. It is designed to increase availability of housing resources that are currently wasted through being empty and to tackle those homes that are blighting neighbourhoods as a priority. An equality impact assessment has been undertaken as part of the development of the strategy and has found that there is no current evidence that vulnerable groups are more likely to be affected by problem empty homes.
9. Much of the proposed enforcement activity is set out in statute. All Officers are trained to ensure compliance with the law and to recognise the different needs of communities and apply the law in a fair and consistent manner so as to not discriminate.

10. Bringing problematic empty homes back into use should have a positive impact for all members of the community.

Public Health

11. Empty properties can be a source of distress to neighbours for fear of crime and problems associated with poor structural condition of neighbouring empty homes, particularly those who are older or vulnerable.

Community Safety:

12. The Council has a statutory duty to do all that it reasonably can to reduce crime and disorder in its area Empty properties are often a source of criminal or unsociable behaviour when they are visibly un-occupied, including the dumping of refuse, attempts to break in and cause damage, thefts etc. Consequently, the proposals of this report will progress action to bring these properties back into occupation and consequently improve community safety.

Sustainability:

13. Returning empty properties back into use has been shown to be a more sustainable approach to meeting housing need than new build housing, even where remedial works are required. It will also enhance the immediate residential environment and good management will help ensure that the initial improvements are maintained. Any improvements required will normally include energy efficiency works, resulting in a more affordable home for prospective tenants.

Procurement:

14. The current partnership agreement with Genesis Housing Association enables the Council to use the contractors who have successfully obtained the contract with Genesis. These contractors are currently being tested on the current EDMO properties but market testing has failed to find further housing associations that provide the same services.

RECOMMENDATIONS:

The Social Care, Health and Housing Overview and Scrutiny Committee is asked to:-

- 1. Note the achievements obtained to date in respect of empty homes since April 2009, including the additional revenue the Council is likely to receive.**
- 2. Note the properties that will be recommended to Executive for approval for further high level enforcement action**

Background Information

15. Central Bedfordshire Council Empty Homes strategy was approved by Executive in November 2010. Prior to this, in September 2009, Executive agreed to progress high level enforcement action in respect of 5 long term empty homes. The final and most problematic application for Empty dwelling management order (EDMO) will be made in March 2012.
16. Empty Homes are a potential resource and have to be considered in the wider housing agenda, particularly around the potential use of private rented accommodation in discharging homelessness duty. Returning empty homes into occupation can help improve access to good quality accommodation and can help meet housing need.
17. The Private Sector Housing (PSH) service pro-actively targets long term and problematic empty homes, which are prioritised against certain criteria. From this, a priority list of properties is established, with a view to obtaining approval for further EDMO or other high level enforcement action

Review of Performance and Outcomes

18. Empty homes (total and long term) in Central Bedfordshire have reduced since April 2009. The Council contacted owners of all properties empty for more than 1 year since November 2010 but more frequently contact owners of properties empty for 5 years or more, or those that have been the cause of complaint (Priority register). Appendix 1 indicates the number of empty homes in recent years. This represents approximately 1.95% of all homes in Central Bedfordshire.
19. PSH measures activity and number of long term empty homes returned to occupation within the performance management framework. In 2010/11, 20 long term empty homes were returned to occupation. To date in 2011/12, 23 long term empty properties have been returned to occupation.
20. The numbers of homes returned to occupation represents approximately 10% of the priority register each year and should be welcomed. There is no current benchmarking of this performance but it is proposed to initiate benchmarking within the Beds, Herts and Bucks Empty Homes Forum within the next 6 months (after April 12 statistics are obtained). Potentially this could be extended to CIPFA family local authorities.
21. Executive previously agreed to the harmonisation of Council Tax discount policy for empty homes. This was implemented in April 2011. The Head of Revenues and Benefits states that the Council have raised additional charges of approximately £432K and that the Council normally receive more than 99% of Council Tax charges.
22. The Council have recently been successful in a bid for £200K Government empty homes funding. This funding will be used for non enforcement solutions. The target is to return 24 empty homes back into use between 2012 and 2015, primarily as part of a leasing scheme with Genesis homes, which will help deliver good quality rented accommodation at affordable rents. This scheme is separate to the proposals for enforcement action.

Review of Empty Dwelling Management Order Action

23. Executive approved the progression of action on 5 identified long term empty homes in the south of the area. The current situation is stated below for each property.
- (a) Totterhoe (Dunstable) – the owner died suddenly and the property was sold, renovated and re-occupied in late 2010.
 - (b) Hockliffe Road, Leighton Buzzard – Final EDMO's were approved and works began in partnership with Genesis Housing Association in January &
 - (c) 12. The solicitor acting as Executors have been co-operative and these properties have been a good first test of the EDMO process.
 - (d) Houghton Regis – an application for EDMO was made. The owner objected but at the same time the property became illegally occupied, which negated the ability to determine the EDMO (a squatted property is exempt).
 - (e) Caddington. This is the most problematic and costly. Significant evidence has now been obtained and final preparations are being made to ensure that an EDMO application is made before end of March 2012.
24. Lessons have been learned about the EDMO application, which is a lengthy process, and requires long lead in time. The application the Caddington property will be challenged, which will provide further learning for future applications, most of which will be challenged.
25. The Council is also testing the partnership agreement with Genesis housing association. This will help determine arrangements for future EDMO properties. In Sept 2009, Executive agreed to the partnership with Genesis (formally known as Pathmeads) on the basis of testing the partnership with the five properties above. It is intended to continue with Genesis as market testing has not currently found an alternative housing association that provides the same leasing/management service for empty private homes.

Proposals for Further Enforcement Action

26. Empty homes on the priority register have been assessed and “scored” against certain criteria to provide a “top ten” for further action. The criteria mainly relate to the effect of the property on the neighbouring community, but also the length of time empty and the property condition. A detailed list of criteria and the top 10 scored properties against these criteria are contained in appendix B, which also provides the 6 recommended properties for EDMO (or high level enforcement action).
27. A summary of the properties and some photo's are contained in appendix C. This outlines that some of these high priority properties are not suitable/appropriate for higher level enforcement action but indicate the range of issues facing the Council.
28. A briefing note on the non enforcement, Government funded scheme for 2012/15 is attached as appendix D. This scheme will be separate and additional to the proposed enforcement action.

29. The capital programme business plan includes a budget of £160K net for 2012/13. This will be used towards renovation costs of successful EDMO/CPO cases. The business model for EDMO's includes repayment of the capital renovation costs through rent collected during the lifetime of the EDMO lease (maximum 7 years). In addition, Genesis housing association will provide £20K per property under the current framework agreement.
30. There is a risk of non delivery of the programme due to the length of time needed to progress applications for enforcement action, in particular where they are challenged.

Appendices:

Appendix A – Number of empty homes Central Bedfordshire

Appendix B – Scoring criteria and “top ten” priority empty homes for action

Appendix C – Summary of top ten empty homes current situation

Appendix D - Briefing note on the non enforcement, Government funded scheme for 2012/15

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

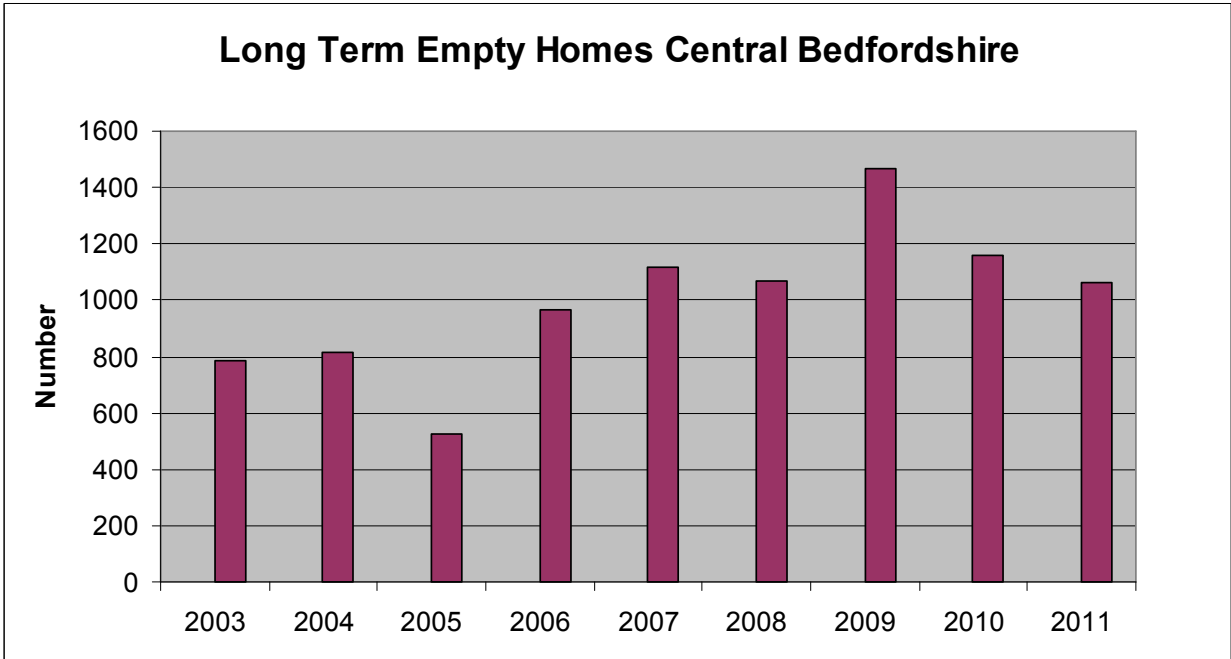
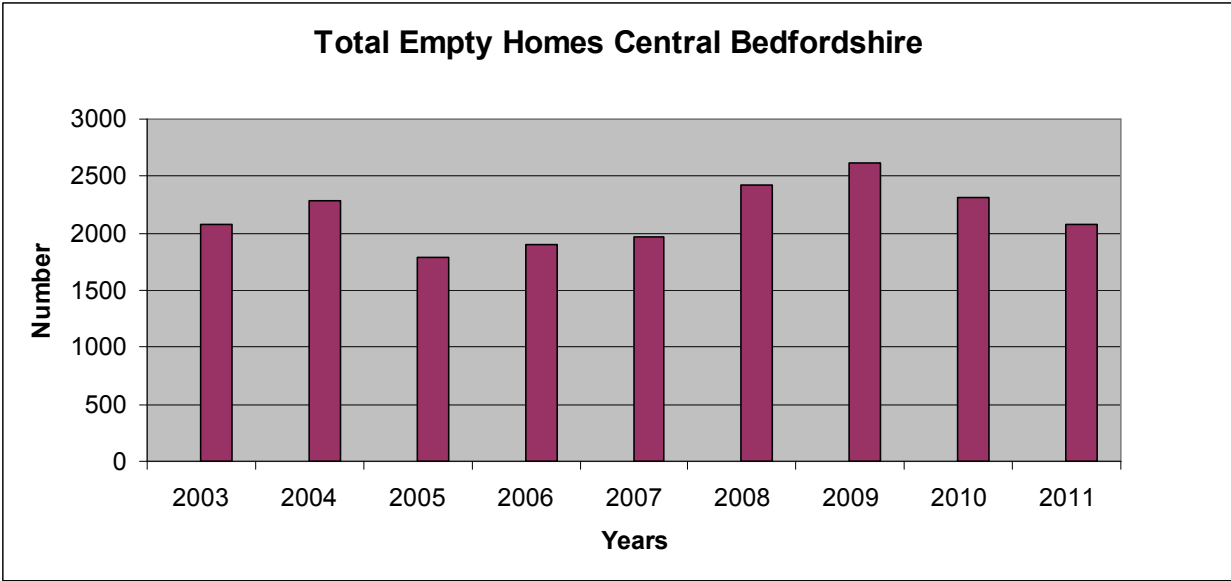
Empty Homes strategy 2010 – 15 (on Website)

Empty Homes strategy equalities impact assessment (Watling House)

Executive report 2 November 2010

Executive Report September 2009

Appendix A - Total No Empty homes



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Appendix B Scoring criteria and “top ten” priority empty homes for action

Empty homes criteria for assessment

- a) length of time property has been empty
- b) Number of complaints received about the property
- c) Level of impact upon the surrounding neighbourhood
- d) State of disrepair to the property
- e) Likelihood of attracting environmental/anti social behavioural problems
- f) Local housing demand (confirmed with Housing Needs team)
- g) Potential to improve immediate area if brought back into use

Top ten scoring properties against above criteria

Property A, Houghton Regis – score 20
Property B, Potton – score 17
Property C, Shefford – score 16
Property D, Great Northern Road, Dunstable – score 16
Property E, Houghton Regis – score 16
Property F, Dunstable – score 16
Property G, Maulden – score 16
Property H, Dunstable – score 15
Property I, Cranfield (2 together) – score 15
Property J, Shillington – score 14

For reasons given below in appendix C, the following properties only are recommended for high level enforcement action (EDMO, CPO or Enforced sale) and will be presented as such.

Property A, Houghton Regis
Property B, Potton
Property E, Houghton Regis
Property G, Maulden
Potentially Property F, Dunstable
Potentially Property J, Shillington

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Appendix C – summary of top ten empty homes current situation

Property A Houghton Regis



Property has been empty since at least 2004.

The condition of the property has significant negative impact on the immediate neighbourhood and is the subject of numerous complaints

The owner is abroad, last known address was in Cyprus now possibly in France in France.

Property in poor condition and has been subject of arson, vandalism and fly tipping

There are outstanding costs for environmental works undertaken by the Council of £3,695

Property B, Potton



This is a three bedroom end of terrace property situated in Potton.
It has been empty for 15 years.
The Council has received numerous complaints.
It is in a poor state of repair externally

Property C, Shefford.



The property is in poor state of repair and has been empty for more than 5 years.
It attracts rubbish and several complaints have been received
It was part of a failed planning app (part of a larger scheme)
Officers are currently trying to progress an Empty Homes Loan with owner, however it has been put on hold recently due to his ill health

Property D, Dunstable



This is a large ex bed and breakfast property, which became empty following a fire in 2007/2008

The property is semi derelict and is subject to anti social behaviour

The owner has been very ill and out of the country for several years

It is currently for sale and the extent of work required to what was a commercial property makes it unsuitable for EDMO action. However, other possible options need to be explored, such as possible CPO or development of a scheme with a Housing Association, due to its size.

Property E, Houghton Regis



Property empty since at least 2005

The owner is thought to be in residential care but her location is not known

The condition is deteriorating and likely to attract anti social behaviour and fly tipping as it worsens.

Property F, Dunstable



Property is in a block of four, two of which are empty.

One company owns all four and it is likely that the company is waiting for these 2 to become unoccupied so they can re-develop the whole block of 4.

Property G, Malden



Property is poor condition and attracting vandalism and refuse
Empty over 5 years
Owner not absent and occasionally still checks property
EDMO potentially suitable

Property H, Dunstable



Detached property

Garden is overgrown and is badly neglected.

Complaints received in the past, but not recently.

Property is part of a local redevelopment plan although no progress since June 2010.

This may make it unsuitable for EDMO or CPO action unless further period of inaction.

Property I, Cranfield (2 together)



Cranfield University owned properties. They are derelict and have been empty for more than 10 years

No complaints but they are very visible from the road

The University has recently secured LDF residential redevelopment for the site containing these 2 properties and is in the process of drawing up a scheme for planning permission. **For this reason the properties are not appropriate for EDMO action.**

Property J. Shillington



Empty for at least 15 years
Derelict but under a conservation order/grading
Currently second attempt to get planning permission for larger homes on site incorporating the structure
No complaints received
Due to its condition, not suitable for EDMO but possibly CPO if no progress with planning application

Appendix D - Briefing Note - Empty Homes Government Funding

Introduction

Tackling empty homes is one of the Coalition Government's policy priorities. As part of the Comprehensive Spending Review in October 2010, the Government announced a £100m fund to bring more empty homes back into use. Central Bedfordshire Council submitted a bid for £200,000 and on 2 March 2012 the Home Communities Agency confirmed they would like to enter into a contract with Central Bedfordshire Council for the full amount.

Empty Homes Funding scheme

The funding will be used towards bringing 20 empty homes back into occupation using a Lease & Repair Scheme. The Council will offer long-term empty property owners £8,000 per unit/property to be used for repair and refurbishment for a 10 year lease and the Council, on average, expects to contribute the same towards cost of works for refurbishment in the form of Empty Homes Loan Assistance. For 5 year leases, the proposal is for £6,000 per unit.

Central Bedfordshire Council has a partnership agreement with Genesis Housing Association, primarily to use their management services, where required. Several other Housing Associations were approached to test the market in this area of work but we were unable to find an alternative association will to be associated with the bid. The Council has an enabling role to bring together owners and Genesis.

Some of the funding will also be used towards the purchase and conversion of 2 non-residential empty units, which were previously used by Children's Services. Both properties are located in residential areas, and were previously used as office accommodation. The proposal is for Housing Services to acquire and refurbish them into a total of 4 self contained flats, two 2 bed and two 3 bed accommodation. £60,000 of the funding is allocated for this proposal, which equates to £15,000 per unit created.

Meeting Local Needs

The aim of the Empty Homes funding is to bring long-term empty homes back into use in the areas where properties are most in need. In 2009 Central Bedfordshire had approximately 500 households on its waiting list. By January 2012 this number has increased to 2,039.

The areas identified with the largest concentration of long-term empty properties, and a high number of bids on the last 'choice based lettings' cycle are Leighton Buzzard, Dunstable and Biggleswade. Houghton Regis was also included due to the Needs Assessment identifying a large number of applications for this area, and its proximity to Dunstable.

Summary of approach

Longer term empties can blight neighborhoods; they attract anti-social activities and can decrease the value of neighboring properties. The main priority is to tackle those that have been empty for 5 years or longer and currently 2 properties in Leighton Buzzard are being refurbished under final Empty Dwelling Management Orders (EDMO's). A third application for EDMO is currently being made. A further 6 properties have been

identified for priority action and possible EDMO applications in 2012 (report being presented to Overview and Scrutiny Members in April 2012).

With the Government funding the Council will look at 'intermediate' properties, those which are not dilapidated but require works in order to bring back into residential use. In the four areas proposed, the average length of time empty is 3 years and 6 months, so it is likely that a number of properties will meet the "intermediate" definition. The Government funded scheme will compliment the enforcement activity.

The Council will use Council Tax data and local knowledge from our Planning colleagues to identify properties and then more specifically identify 2 and 3 bed properties which are those most desired by Housing applicants within the 'Choice Based Lettings Scheme'.

Owners of empty homes will be contacted and advised about the potential funding available under the Empty Homes programme. The Council would undertake initial inspections, loan assistance applications, and refer to Genesis for Lease negotiations.

There will be 100% nomination rights for Central Bedfordshire Council.

The "deal" for empty home owners is that there is opportunity to completely renovate their properties at no capital cost to owners, in return to agreeing a 5 or 10 year lease with Genesis Housing Association. There may be a small rental income in circumstances where Genesis management costs are exceeded by rental income, which is to be set at Affordable Rent levels (up to 80% of market rent).

Meeting: Social Care, Health and Housing Overview and Scrutiny Committee

Date: 12 April 2012

Subject: Medium Term Plan (MTP) – Consultation document

Report of: Cllr James Jamieson, Leader and Cllr Maurice Jones, Deputy Leader and Executive Member, Corporate Resources

Summary: The report proposes Overview and Scrutiny consider the content of the emerging MTP prior to its adoption by Full Council on 21 June 2012.

Advising Officer: Richard Carr, Chief Executive

Contact Officer: Gillian Dent, Programme Manager

Public/Exempt: Public

Wards Affected: All

Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

1. The emerging MTP 2012-2016 sets out the councils proposed priorities for the next 4 years. If Full Council adopt the MTP in June, the new priorities will replace the old. The developing priorities are:
 - Enhancing Central Bedfordshire – creating jobs, managing growth, protecting our countryside and enabling businesses to grow.
 - Improved education attainment.
 - Promote health and wellbeing and protecting the vulnerable.
 - Better infrastructure – improved roads, broadband reach and transport.
 - Great universal services – bins, leisure and libraries.
 - Value for money – freezing council tax.

Financial:

2. There are currently no additional financial implications in delivering the emerging priorities within the MTP. The Medium Term Financial Plan was developed to take account of the emerging priorities and once adopted by Full Council, the MTP will continue to form the basis of its future development.

Legal:

3. There are no specific legal implications in delivering the emerging priorities within the MTP.

Risk Management:

4. If the MTP is adopted by Full Council in June 2012, a full risk assessment of the impact of delivering the new priorities will be undertaken and the Strategic and Directorate risk registers will be reviewed and updated to reflect the outcome.

Staffing (including Trades Unions):

5. Through the duration of the delivery of the plan to 2016 staffing issues may arise as a result of delivering the priorities. As they arise, consultation will take place with the trade unions and affected staff in accordance with the Council's Managing Change policy.

Equalities/Human Rights:

6. Public authorities have a statutory duty to promote equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of nine protected characteristics; age disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

As part of the development of the strategies which underpin the Medium Term Plan, Equality Impact Assessments have been undertaken and a variety of specific objectives designed to promote equality have been approved.

Public Health

7. There are a significant number of priorities and targets that will have an impact and will make a difference to the wider determinants of health e.g. priorities in relation to employment and NEETs.

Community Safety:

8. There are some targets within the MTP which are relevant with regard to Community Safety. The targets under the priority of Enhancing Central Bedfordshire – creating jobs, managing growth, protecting our countryside and enabling businesses to grow are:
 - To reduce the levels of crime e.g. burglary, robbery, vehicle crime and theft from 3312 in 2010/11 by 10% to 2980 by 2016.
 - To decrease the levels of anti social behaviour from the 2011/12 recorded incident figures by 10%.

These will be delivered by working with the new Police and Crime Commissioner and Bedfordshire Police and our Community Safety Partnership.

Sustainability:

9. There are a number of targets where sustainability is relevant. e.g:
- Enhancing Central Bedfordshire - creating jobs, managing growth, protecting our countryside and enabling businesses to grow.
- The Councils emerging Development Strategy will address issues of sustainability, for the relevant targets and the risk assessment referred to in paragraph 4 will address all areas where sustainability is a risk.

Procurement:

10. There are no specific issues in delivering the emerging issues in relation to procurement.

RECOMMENDATION(S):

The Committee is asked to:-

- 1. Consider and comment on the emerging priorities and targets within the MTP.**
- 2. Agree to the approach for adopting the Medium Term Plan 2012-2016.**

Medium Term Plan – Delivering our Priorities

11. Following the election of the Leader of the Council in 2011, a review of the Council's existing priorities has been undertaken. As a result it was agreed to develop a Medium Term Plan (MTP) for the Council for the next four years setting out priorities which matter most to residents and a delivery plan. A survey of residents was undertaken in Autumn 2011 which formed the basis of the priorities set out in the MTP. Overview and Scrutiny and key partners are asked to comment on the MTP which will be considered by the Executive before final recommendations are made to Council in June. If agreed the MTP will be launched to the public, staff and partners in the most appropriate format.

The Medium Term Plan – Delivering our Priorities

12. The Council agreed, in late 2011, to develop a Medium Term Plan to articulate its priorities from 2012-2016 with targets and plans for delivery.
13. The MTP has been compiled reflecting the needs and views of Central Bedfordshire residents and is attached for consideration.
14. The draft plan has been developed for a variety of external audiences including partners in both the public and private sectors and Central Bedfordshire residents. Its current format can be adapted so it is presented/available in the most appropriate format for each audience.

15. The following timetable sets out how the MTP will be finalised and presented through Executive for its consideration and agreement prior to recommending its adoption by Full Council.

Date	Where	Reason
10-17 April	Overview and Scrutiny Committees	For comment
Through April	LSP and Shadow Health and Well Being Board	For comment
15 May	Executive	Final plan including comments for consideration and recommendation to present to Full Council for adoption.
21 June	Full Council	Final MTP presented to Full Council for adoption

Overview and Scrutiny Committee are asked to consider the content of the Medium Term Plan and make any comments. Comments will be included in the report to Executive 15 May.

Conclusion

Overview and Scrutiny Committee are requested to consider and comment on the content of the MTP for consultation prior to consideration by Executive.

Appendices:

Appendix A – Medium Term Plan – Delivering the Priorities

Appendix **A**

Draft for consultation

Delivering your Priorities

Our Plan for Central Bedfordshire

2012-2016



Security classification:
Not Protected:

Contents (to be included once Plan is finalised)

Our ambitions for Central Bedfordshire

I chose to become a Councillor because I felt passionately about the community in which I lived. I'm not a native Bedfordshire man. I moved here about 25 years ago with my wife because of its proximity to London. We've stayed, raised our family and have enjoyed the advantages of Bedfordshire life. We love it here and I know my friends and neighbours share this view. I was delighted to be elected as the Leader of Central Bedfordshire last year, and since then have been reflecting on how we as a council can make sure that we are able to keep Central Bedfordshire as a great place to live and work.

We've been listening to the public, getting feedback about what matters most and what needs to be improved. We've also been reviewing our finances. In the context of cuts in our resources and increasing demands on our services, we've been considering how we can balance our spending and savings to maintain critical services without putting additional financial pressures on the public.

This document, together with our medium term financial strategy, represents the culmination of the work we've done. We now have clear and explicit ambitions for Central Bedfordshire, informed by residents' views. We're committed to a series of priorities, which collectively will help our communities to progress and prosper.

This will not happen without the co-ordinated effort of all of us who work in and for the Council. This document is designed to clarify exactly what we are seeking to achieve, our approach and, crucially, our plan of action.

We will be rightly held to account by the public of Central Bedfordshire if we fail to deliver our priorities, but with our focus and shared commitment, I'm confident we'll succeed.

James Jamieson, Leader of the Council

Central Bedfordshire – Key facts and challenges for the area

The Facts

Central Bedfordshire is a unitary authority serving a growing population of around 255,000. It is a largely rural area with over half the population living in the countryside and the rest in a number of market towns. The largest of these are Leighton Buzzard, Dunstable, Houghton Regis, Biggleswade, Flitwick, Sandy and Ampthill.

The area is generally prosperous, with above average levels of employment. This could mask the few areas where we do have pockets of deprivation and, greater need (some households in Dunstable and Houghton Regis for example).

The area has excellent transport links with the A1 and M1 running through it, three main rail lines and two international airports, Luton and Stansted, on our doorstep.

It is in the centre of an academic 'golden triangle' between Oxford, Cambridge and London Universities and also benefits from its own academic institutions at Cranfield University, the University of Bedfordshire and other further education colleges.

It is a great place to live and work. It is a relatively safe, green and affluent area which has attracted major investment. People living in Central Bedfordshire earn more than the national average; this is in part influenced by some residents commuting out of the area – primarily to London, Luton, Milton Keynes and Hertfordshire.

The Challenges

There are significant challenges to the Council and our residents which will impact on the way we deliver our services in the future:

- We anticipate continued reductions in Government grant to the Council over the coming years.
- We predict further economic difficulties as the national economic climate is driven by UK debt and weak recovery from recession.

Demographic Pressures

- As our population is set to grow (from 255,000 to 276,500 by 2016) we need to ensure we are able to provide for this 8.5% increase by supporting affordable housing developments and working with businesses to help them to create local jobs.
- As our residents are enjoying longer lives, rising numbers of older people will need our services.
- We have had a 65% increase in the numbers of children requiring a child protection plan.
- Technology is transforming the way that our customers want to access services, 73% of our households already have access to the web and this will increase as the area becomes a hub for faster broadband.
- And there are significant changes to the services the Council will manage now and in the future.
 - Over 50% of pupils will be educated in schools that are Academies by September 2012 with more moving to this new model by March 2013, resulting in 90% being educated in an Academy at some stage in their school education in

Central Bedfordshire. The overall aim will be for most schools to become Academies during the lifetime of this plan.

- The implications of the Health and Social Care Bill, which will see responsibility for public health transferring from NHS Bedfordshire to the Council by March 2013.

The Customer Perspective:

In developing this plan, the views and priorities of the public have been central. More than 2,000 residents took part in market research which included a survey and workshops in the autumn of 2012. We asked for their feedback on the area, what is important to them and what needs improving. We also asked for their views on the Council and its services.

Feedback from this exercise demonstrated that high levels of satisfaction with the area as a place to live, with 81% responding positively.

Residents do have strong views about areas for improvement:

- 49% believe that roads and pavement repairs are necessary,
- almost twice as many residents expressed a need for improved job prospects compared to respondents to the last survey in 2008,
- satisfaction levels with the Council are improving
- value for money remains a concern and a majority of residents (76%) would prefer for Council Tax to be frozen, with any savings being found from the costs of running the Council rather than front line services,
- the importance of tackling crime and anti social behaviour was a priority,
- there was a strongly held view that services for vulnerable people should be protected from reductions,

Respondents were supportive of proposals to change the way the Council delivers services, such as combining services with other public sector organisations, outsourcing and inviting Town and Parishes Councils to provide local services.

Responding to these challenges

The Council's response to the economic and service challenges is set out in this plan. This document explains how our resources and our services must be aligned to deliver the priorities that matter most to you.

We intend to build on our strong track record of delivering efficiency savings as we have done year on year since the Council was created. Since 2009 the Council has saved £42m and we plan to save a further £36m by 2016.

Our Priorities

Our residents have given the Council clear and consistent feedback about their attitudes to the authority and the area.

In response to this, Central Bedfordshire Council is committed to six key priorities which are;

- Enhancing Central Bedfordshire – creating jobs, managing growth, protecting our countryside and enabling businesses to grow.
- Improved education attainment.
- Promote health and wellbeing and protecting the vulnerable.
- Better infrastructure – improved roads, broadband reach and transport.
- Great universal services – bins, leisure and libraries.
- Value for money – freezing council tax.

To deliver this with fewer resources we need to change – both what we do and how we do it.

Our Approach

To deliver our priorities with fewer resources we need to change – both what we do and how we do it. A series of principles underpin how we will manage change at Central Bedfordshire.

As a Council we will

- Be focused on customer experience
- Be open and transparent
- Value our people
- Work as one organisation
- Excel at partnerships
- Focus on efficiency and value
- Adopt a "can do" culture
- Recognise the impact of our work on others

Working with our partners

Central Bedfordshire Council recognises that we will not be able to deliver our priorities unless we work collaboratively with other organisations with an interest in our communities.

So whilst this plan is explicit about how Central Bedfordshire Council will deliver its priorities, we recognise that it doesn't stand in isolation.

Our Plan

The Council already operates a wide range of plans and strategies, many of which will contribute to the delivery of the priorities.

However, this document brings all such existing strategies together.

It explains:

- how the plans work together to support the delivery of the priorities
- how the success of the plans will be measured
- what targets we are aiming to achieve
- timescales for delivery.

A new operating model is also proposed which will see the shape of the Council change considerably.

Public accountability at the front line is imperative so the Council will focus on direct management of the customer experience at their initial point of contact. As we transform our on line services, more and more customers will be incentivised to do business with us on line and will experience a seamless service, based on our knowledge of our residents and the area.

At the core of the Council, a streamlined team of officers will enable delivery of our priorities and key services.

Services will be delivered in the way which is most fit for purpose and appropriate to deliver value for money and quality, with a focus on innovation.



The following pages present our priorities with the targets we will be seeking to achieve over the next four years and the impact you will see.

If you want further information on any of the priorities or on the plans for delivery please contact us at: *contacts to be added*.

Enhancing your local community – creating jobs, managing growth, protecting our countryside and enabling businesses to grow:

Targets

- To increase the percentage of residents who find Central Bedfordshire a nice place to live. Currently 81%, we want 85% of you to be satisfied with the area by 2016.
- To ensure the current employment rate of central Bedfordshire remains 5% higher than the national average (currently 72.6%).
- To ensure the availability of high quality, appropriate housing, supported by suitable infrastructures.
- To ensure 100% of approved applications for residential developments of 10 or more units have excellent design (measured against the Commission for Architecture and the Built Environment (CABE) building for life design criteria).
- To reduce the levels of crime e.g. burglary, robbery, vehicle crime and theft from 3312 in 2010/2011 by 10% to 2980 by 2016.
- To decrease the levels of anti social behaviour from the 2011/12 recorded incident figures by 10%.

The difference you will see over the next 4 years

We will increase satisfaction with the area as a nice place to live year on year and we will continue our programme of enhancements to the area.

We will maintain the current rate of employment by working with local businesses.

Our developing Economic Development Plan will outline our strategy for growth in the area.

Our planning policy quality standards will ensure that no applications will go forward for 10 or more houses which don't meet the CABE design criteria.

We will work with the new Police and Crime Commissioner and Bedfordshire Police to deliver our Community Safety Partnership priorities to:

- Reduce anti social behaviour year on year until we reach our target.
- Reduce reoffending through the sustainability of the Integrated Management Offender Programme, which will lead to a reduction of crime and reoffending of prolific offenders.
- Increase support given to Domestic Abuse victims and ensuring there is an increase of cases presented at the Multi Agency Risk Assessment Conference.

Improved Educational Attainment

Targets:

- To be in the top 25% nationally of key stage 4 results for the measure 5 x A* - C outcomes including English and Maths at GCSE.
- To limit the number of young people on a year by year basis who are not in education or employment (NEET).
- To make public annually the number of education and training opportunities made available by our partners during the crucial autumn period, and the number of young people actively accessing them.

The difference you will see over the next 4 years

We have a robust Children and Young People's plan 2011-2014 (CYPP) that was the subject of consultation with all schools, governors and over 4000 young people. The targets in that plan are challenging to the Council and its partners and we aim to achieve them.

We have schools that are making the transfer to become academies to reflect local and national political ambitions and we will offer those schools support to make the conversion.

We will continue to work alongside schools to ensure that we meet our priority of being in the top 25% nationally for 5 x A* - C GCSE outcomes including English and Maths for the next 4 years.

We agreed an education vision with Central Bedfordshire schools to drive improvement. This involves:

- The development of a teaching school to lead good practice in the Central Bedfordshire area.
- School to school support through groups of academy chains, learning partnerships and federations and a talent map of support on our Council website that schools can commission.
- Development of an alternative provision school led by headteachers for those middle and upper age pupils who find the school environment difficult, which will help these pupils, find alternative pathways to learning, training and employment and reduce permanent exclusions.
- The role of the Council as a champion for vulnerable pupils will be strongly supported.
- The role of school governors as school and community leaders will be developed.

We have agreed our All Age Skills Strategy which will see us increase the opportunities for learning for young people.

Through the implementation of our strategy from Poverty to Prosperity we will be working with local businesses to increase the number of apprenticeships available for young people which will enable us to continue to keep our NEETs below the national average.

We will work with our partners to increase the number of apprenticeships and support school and college governors to meet their responsibilities to provide careers advice to young people.

Promote health and well being and protect the vulnerable.

Targets

- We are committed to a zero tolerance approach to those who abuse vulnerable adults and we will continue to report our involvement in safeguarding activity.
- Provide an additional 50 extra care flats by 2014.
- Maintain the decent homes standard at 100% for the Council's landlord service.
- All 40 - 70 year olds will have been offered a health check by 2017.
- 30 (100% coverage) Village Care schemes in operation by 2014.
- 60% of Council commissioned dementia care should be of 'good' or 'excellent' by 2014,
- Statutory performance indicators on children's safeguarding are consistently in the upper quartile compared to national statistics
- Proposed new Government targets to be introduced in 2012 on speed of adoption procedures are met.
- Actions identified in the Ofsted Report published in April (2012/2013) are subject to an action plan, agreed with the Children's Trust, the Central Bedfordshire Children's Safeguarding Board and relevant health organisations for the re-inspection of children's safeguarding late 2013.
- The annual report of the Local Safeguarding Board will be presented as required in the soon to be published 'Working Together' national guidance on children's safeguarding.

The difference you will see over the next 4 years

We will be developing an accommodation and care strategies for older people to provide a wider range of support services, such as extra care schemes, and a focus on dementia support.

We will work with our partners in health to improve the health and well being of our local communities.

There will be an expanded adult social care market that provides choice for local people in how their care and support needs are met.

We will have addressed the concerns raised in the Ofsted Report on Looked After Children and Safeguarding of 2012 via an action plan in 2012/2013.

We will have had an improved Children's Services re-inspection of safeguarding in autumn 2013. This inspection will have criteria linked to impact and outcomes and will be different to the criteria used in 2012 to assess the Council and its partners.

We will have met any additional performance indicators issued by the Government and will have measured the impact of our activities and published progress on outcomes for our children, young people and their families.

The Safeguarding Board of both adults and children will continue with their programmes of work.

Better infrastructure - Improved roads, broadband reach and transport

Targets

- By 2016 to complete the delivery of a series of infrastructure projects and set out aspirations for further significant transport improvements.
 - Luton – Dunstable Guided bus way to be in service by Spring 2013.
 - Biggleswade South roundabout and feeder roads completed by end 2013.
 - M1- A5 link construction commenced Spring 2014 and completed by 2016.
(subject to a planning enquiry)
- To complete the production of all Town Centre Master Plans and demonstrate delivery on the ground of all 5.
- To achieve above national average satisfaction with road and pavement repairs from 26% to 36% by 2016.
- To achieve 90% access to superfast broadband by 2015/16.
- To achieve 100% access to at least 2MB broadband by 2015/2016.

The difference you will see over the next 4 years

Works are already underway on the Luton – Dunstable Guided bus way to enable it to be in service by April 2013.

By 2015 there will be significant improvements as a result of the implementation of Town Centre Plans. Including:

- Dunstable development of a new health centre.
- Biggleswade completion of street improvements. New transport interchange at the station and market street.
- Leighton Buzzard development at land south of high street.
- Flitwick development underway on land at Steppingley Road.
- Houghton Regis completion of High Street improvements.

We will be investing heavily in our roads over the next 4 years we have agreed to invest an additional £4m each year until 2016.

Plans are in place to implement broadband to achieve our targets.

Great Universal services – Bins, leisure and libraries

Targets

- To fully deliver our BEaR project which will include the renovation and rebuilding of all Household Waste Recycling Centres (HWRC) by 2016.
- To maintain high rate of recycling and make progress towards 60% target by 2020.
- To ensure the number of adults in Central Bedfordshire taking part in sport and physical activity remains above the national average (Active people Survey CBC 22.6% and national 22%)
- Maintain 93% satisfaction of adults with the library service
- Increase the usage of libraries by 20%.

The difference you will see over the next 4 years

To deliver the top two targets we have a programme for our HRWC sites at Ampthill, Biggleswade, Dunstable and Leighton Buzzard by 2016. We are in the process of appointing a contractor and will be seeking planning permission in 2013 ready to begin building works in 2014.

We are developing a leisure strategy to help increase take up in sport and physical recreation focussing on our leisure facilities, including greater use of our countryside and participation in the arts supporting active lifestyles and improving public health.

An £8 million investment in leisure facilities (on an invest to save basis) and activities over the next 4 years.

We have programmes in place to increase participation including walking and cycling.

We have just completed the “Big Library debate” with the public and have agreed a programme of improvements which should help us to meet our targets. We will be changing the way we provide services including:

- moving to self service;
- undertaking a programme of remodelling of our libraries in the next two years to improve the standard of our service and to meet your expectations;
- in the next 3 years we will be looking to relocate some of our libraries in Dunstable, Flitwick and Biggleswade.

Value for Money – freezing council tax

Targets

- We will endeavour not raise council tax for the next three years
- We will work hard with our staff to ensure they provide high quality service and are proud of the organisation they work for.

The difference you will see over the next 4 years

Council payments will be the same for all Central Bedfordshire residents.

No increase in your council tax payments levied by the Council.

We will continue to work on making efficiency savings, limiting impact on existing services by exploring different ways of providing services.

Planning Assumptions

The ambitions expressed through the priorities and targets in this plan have been developed on the basis of some planning assumptions. In other words, we've based the plan on what we expect to happen over the next four years in the economy, in our own finances and in society.

On the economy, we have assumed that interest rates will remain low with growth limited to between 1% and 2%. We also anticipate inflation to be pegged at 1% on pay and 2% on our supplies, services and income.

On our own resources, we have assumed that government will continue with its grant to support local authorities to freeze council tax until 2015/16 and that it will not reduce further other grants or put additional responsibilities on us.

Beyond this, we have based the plan on current predictions about the nature of our population, in terms of size and nature.

Should our projections turn out to be inaccurate or the government change its plans, the nature of our targets may also need to change.

Contact us...

by telephone: 0300 300 4656

by email: customer.services@centralbedfordshire.gov.uk

on the web: www.centralbedfordshire.gov.uk

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

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Meeting: Social Care, Health and Housing Overview and Scrutiny Committee

Date: 12 April 2012

Subject: The strategic housing agenda for Central Bedfordshire

Report of: Cllr Mrs Carole Hegley , Executive Member for Social Care, Health and Housing

Summary: The report is an overview of the strategic housing agenda, arising from the Localism Act; Welfare Reform and the Government's National Housing Strategy, launched in November 2011. In this context, the Council is developing its Housing Offer to the residents of Central Bedfordshire. Looking ahead, the council must first determine strategic objectives; local priorities and aims overall, in what is likely to be far reaching, and comprehensive, 'whole-system' change. This report sets the scene for that work to commence.

Advising Officer: Julie Ogley, Director of Social Care, Health and Housing

Contact Officer: Tony Keaveney, Assistant Director - Housing

Public/Exempt: Public

Wards Affected: All

Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

1. The recommendations in this report contribute to the achievement of the following council priorities:-
 - Supporting and caring for an ageing population
 - Educating, protecting and providing opportunities for children and young people
 - Managing growth effectively
 - Creating safer communities

The recommended approach to the development of a Tenancy Strategy for Central Bedfordshire seeks to align the aims of the strategy with the above council priorities.

Financial:

2. There are no financial implications arising from this briefing report.

Legal:

3. This report is concerned with the implementation of new statutory powers and duties introduced by the Localism Act 2011.

Risk Management:

4. Not applicable.

Staffing (including Trades Unions):

5. Not Applicable.

Equalities/Human Rights:

6. Public authorities have a statutory duty in the exercise of all their functions to have due regard to the need to promote equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of nine protected characteristics; age disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people.
- Encouraging people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

Understanding the potential effect of policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Public bodies must consider whether proposed policies will be effective for all sorts of different people. Conducting Equality Impact Assessments as part of the policy development process can help to identify any negative impacts or potential unlawful discrimination, as well as any positive opportunities to advance equality. This in turn can help public bodies to develop practical courses of action to mitigate negative consequences or to promote positive ones.

7. It is a theoretical possibility that in framing a Tenancy Strategy, Tenancy Policy and Allocations Policy, local priorities and concerns may conflict with the Council's obligations as a Public Authority to act to eliminate unlawful discrimination and promote equality of opportunity and that the Council could be subject to legal challenge using judicial review processes.
8. This report draws attention to this possibility and gives some specific examples of the way in which local priorities and Equalities obligations may conflict with each other. The report recommends that Central Bedfordshire Council exercises leadership and follows rigorous legal processes in ensuring that its emerging Tenancy Strategy and associated policies neither discriminate unlawfully, nor fetter the Council's duty to promote equality of opportunity.
9. The report draws attention to the draft Statutory Code of Guidance on Allocations, which contains an explicit instruction to frame the allocations policy in accordance with the statutory duties on Equality.

10. This report identifies the Council's new statutory duties and powers under the Localism Act and proposes a strategic approach to their implementation which does not in itself pose any implications for Equalities, and is therefore not subject to an Equalities Impact Assessment. Impact Assessments will be required as the Council begins to develop detailed plans for the implementation of the new duties and powers.

Public Health

11. A Tenancy Strategy which protects and promotes mixed and balanced communities has the potential to contribute to the promotion of public health and wellbeing.

Community Safety:

12. A Tenancy Strategy which protects and promotes mixed and balanced communities has the potential to contribute to the promotion of community safety.

Sustainability:

13. Not Applicable.

Procurement:

14. Not applicable.

RECOMMENDATIONS:

The Social Care, Health and Housing Overview and Scrutiny Committee is asked to:-

- 1. Consider its scrutiny role and approach to policy development over a two year period, so as to improve the Housing Offer to residents of Central Bedfordshire, aligned to the Council's Vision and taking account of legislative change, including the Localism Act and Welfare Reform.**
- 2. Consider the main changes set out within the report and comment as to the key issues to be considered from a local perspective, during the early stages of policy development work.**

Background information

15. The Coalition Government published a Strategy for Housing in November 2011 which ties together a number of recent policy initiatives and legislative changes (CLG, 2011). The Government wishes to ensure that social housing operates in such a way as to reduce benefit dependency and support social mobility and aspiration. The National Strategy presents itself as a challenge to the 'lazy consensus' on the use of social housing in previous decades.
16. The Government believes that the assumption of a 'tenancy for life' encouraged benefit dependency and stifled aspiration, whilst limiting access to social housing for those in housing need. The tenancy reforms are described by the Housing Minister Grant Shapps as 'the most radical shake-up in social housing for 50 years'.

17. Using freedoms and flexibilities introduced by the Localism Act, Central Government expect to see Local Authorities developing a new 'housing offer' which is tailored to local needs, priorities and aspirations; whilst meeting the Government's aim to improve access to those in the greatest housing need, and to encourage social mobility and entry into employment.

Principal changes to the housing system

18. The principal changes to the way social housing will operate are outlined below.
19. **Introduction of flexible tenures.** From April 2012, both Housing Association and Local Authority landlords are able to offer social tenancies which are time-limited to 5 years (or less in exceptional circumstances).
20. **Introduction of the 'affordable rent' regime.** From April 2012, both Housing Associations and Local Authority landlords can offer newly built properties and a proportion of re-lets at up to 80% of private market rents, subject to a delivery agreement with the Homes and Communities Agency (HCA). The additional rental income is to be spent on developing new social housing. There is no statutory link between tenancy type and rent regime. Landlords can offer a flexible tenancy at either a social or an affordable rent. Equally, a 'lifetime' secure tenancy can be offered at either a social or an affordable rent. The affordable rent regime is intended to make better use of constrained resources and allow the development of a more diverse offer to prospective tenants.
21. **Introduction of flexibilities in the way that social housing is allocated.** These flexibilities give Local Authorities greater freedom to determine the situations in which an applicant can be allowed to apply for social housing (in effect, to end 'open' waiting lists); and greater freedom to determine in which circumstances an applicant should have priority for an allocation. The statutory Reasonable Preference Categories will still apply however, and authorities will need to frame their allocations scheme to ensure that on the whole, people who fall within these categories have greater priority than those who do not. Local authorities have more freedom to discharge the full homelessness duty into the private rented sector. In order to facilitate mobility for existing tenants, landlords are required to sign-up to, and enable their tenants to use national Mutual Exchange schemes. These changes were introduced by the Localism Act and are the subject of a new Allocations Code of Guidance which is currently out to consultation.
22. **Change to the statutory right to succession.** From April 2012, new secure tenancies will have only one statutory right to succession for a spouse or partner. However, landlords have the freedom to grant additional succession rights in the tenancy agreement.
23. **Change to the regulation of social housing.** The current regulator, the Tenant Services Authority will be abolished from April 2012. The HCA will take over regulation of landlord governance and finance. However, in respect of service standards and complaints, there is an assumption of local scrutiny and resolution, with a greater role for tenants, elected councillors and MP's in holding landlords to account. Landlords are required to enable their tenants to carry out this role by supporting the formation and operation of Tenants Panels.

24. **Introduction of the Self-financing regime for council housing.** The self-financing regime for council housing comes into effect from 1 April 2012. Central Bedfordshire Council will take on £ 166m of debt; but will have freedom to manage the housing asset, more effectively than it has been able to do, under the former Housing Subsidy System regime.
25. **Implementation of the 'Tenant Cashback' model,** introduced by a regulatory direction, to be published in April 2012. The model is expected to provide new opportunities for tenants to get involved in commissioning and carrying out repairs and maintenance to their homes.
26. **Changes to the Right To Buy (RtB) from April 2012.** New RTB discounts and proposals for re-investing the capital receipts are to come into effect from April 2012, having received Parliamentary Approval on March 8th 2012.
27. The way that discounts are calculated will not change. The discount for houses is 35% of the value of the property, plus 1% for every year of the tenancy beyond the initial 5 year qualifying period, up to a maximum of 60%. The discount for flats is 50% plus 2% for each year beyond the qualifying period up to a maximum of 70%. However, the discount cap will be increased to £75,000, in comparison with the current discount cap which in the East of England is £34,000.
28. As part of the self-financing debt settlement calculation, the projected number of RtBs for each Local Authority was estimated based on property sales in recent years. An adjustment was then made to the Debt Settlement Figure to allow for reduced rental income resulting from these sales over the 30 year Business Plan period.
29. The increase in the discount cap is likely to lead to increased numbers of RtBs, and therefore reduced levels of income which were not factored into the debt settlement figure, under the new Self Financing regime.
30. DCLG are keen to ensure that Local Authorities are not disadvantaged in this way. For each RtB over and above the number originally envisaged in the debt calculation, Authorities will retain an amount equivalent to the proportion of debt allocated to that property. There is no obligation to use this amount to repay debt.
31. After calculating transaction costs and compensating Central Bedfordshire for loss of income above what has been covered in the self-financing settlement, HM Treasury and Central Bedfordshire will then receive the amounts they would have expected to receive had the policy on RtBs remain unchanged.
32. The amount that remains from the capital receipt will be used to create replacement social housing on a one to one basis. Local Authorities which are unable to fund replacement homes using the residual receipt will pay the net capital receipt to Central Government, for use in funding new Affordable Homes nationally.

33. Central Government are satisfied that it will be possible to fund replacement of the sold home with a new Affordable Rent property, using this residual receipt. No more than 30% of the cost of providing the new home can be met in this way. The remaining cost will be met from borrowing against the future rental income (at rents up to 80% of market rents), and cross subsidy from the landlord's own resources. This point is significant, as local authorities were originally excluded from the Affordable Rent regime.
34. Where a council is satisfied that it can fund replacement affordable rented homes (including extra care housing) on this basis, it can enter an agreement with Central Government that it will be able to retain the remaining receipt. The new scheme has been publicised as a mechanism for funding newly built properties on the principle of one for one replacement of each home sold. However, the principle of one-for-one replacement is to apply nationally – not locally – on the understanding that it may not be possible for a Local Authority to fund a one-for-one replacement within its own area.
35. Given the extent of the discounts now available, the residual receipt - after deducting debt costs and the amounts reserved for the Authority and Government – is unlikely to equate to 30% of the cost of providing a replacement property. The value of land made available is an additional consideration, in terms of acquisition or alternative use.
36. Housing Associations are under no obligation to recycle their capital receipts from the preserved Right To Buy to fund new affordable homes, but a number of measures to incentivise this are under consideration.
37. The qualifying criteria for purchasing a council property under the Right To Buy remain unchanged. The government are introducing a flat rate allowance of £1,300 per RTB to cover the cost of withdrawn applications.

38. **Worked Example** *Assumptions relate to the year 2012/13*

Projected Sales in Housing Revenue Account settlement	7
Central Bedfordshire assumed income (self financing settlement)	£150,000
Government assumed income (self financing settlement)	£360,000
Assumed debt for 7 properties (£165m/5200 properties x 7)*	£222,110
Attributable debt on each home sold –	£31,730 per home
Transaction costs allowance –	£1,300 per sale
Receipt per home sold after new discounts –	£50,000 (illustrative)

*Note: this is illustrative only – the share of debt will vary dependent upon property archetypes, e.g. a 3 bed will attract a higher share of debt than a 1 bed.

39. **Worked example continued**

If 20 homes are actually sold, that is equivalent to 13 additional sales (above the number that was assumed in calculating the debt settlement figure).

Receipts: 20 x £50,000 = £1,000,000

LESS

Costs:

Attributable debt on 20 units:	20 x £31,730 =	£634,600
Less assumed debt (see above):		£222,110
		£412,490
Transaction costs:	20 x £1,300 =	£26,000
		£438,490

NET RECEIPTS

£1,000,000 - £438,490 = £561,510, to be distributed as follows:

£150,000 Central Bedfordshire Council (potentially used to repay debt)

£360,000 Government

£51,510 Available for replacement homes

40. **Welfare Reform** is a source of further change and uncertainty. Some elements of reform to the way that rents are subsidised have already been implemented, whilst others are the subject of ongoing debate around the content of the Welfare Reform Bill.
41. The following section of this report provides more detail as to the work required to implement these changes over the coming months, proposes an approach to this work, and poses options for the way that Overview and Scrutiny Committee engages in the process.

The Tenancy Policy

42. The revised Regulatory Framework for Social Housing in England, which is currently published in draft and comes into effect from April 2012, requires all social landlords to publish a Tenancy Policy which sets out how they will use the new power to grant flexible tenancies. The draft framework does not spell-out how soon landlords are expected to publish their Tenancy Policy. However, it is clear that landlords are not to begin offering flexible tenancies until they have a Tenancy Policy in place.

43. The Tenancy Policy will set out:-
- (a) The kind of tenancies they will grant.
 - (b) Where they grant tenancies for a fixed term, the length of those terms. (The minimum fixed term is 2 years).
 - (c) The circumstances in which they will grant tenancies of a particular type.
 - (d) The exceptional circumstances in which they will grant tenancies for a term of less than 5 years in 'general needs' housing after a probationary period (This doesn't apply where the provider is only going to be granting periodic secure and assured tenancies). There is a Government direction to the regulator that a tenancy term of less than 5 years should apply only as an exception. The tenancy policy should identify in which exceptional situations that can apply.
 - (e) The circumstances in which tenancies may or may not be reissued at the end of a fixed term, in the same or a different property.
 - (f) The process for appeals and complaints concerning the type of tenancy granted, the length of a fixed term tenancy, and a decision not to grant another tenancy at the end of a fixed term.
 - (g) How their policy takes into account the needs of people who are vulnerable due to disability, age, illness, and of households with children; to include policy on the provision of tenancies which provide a reasonable degree of stability for vulnerable households.
 - (h) The advice and assistance available to a household where a new tenancy is not being granted at the end of a fixed term.
 - (i) Policy on granting discretionary succession rights.
44. The Tenancy Policy should clarify how a landlord will support tenancy sustainment, prevent unnecessary eviction, and tackle tenancy fraud.
45. The draft 'Tenure Standard' states that –
- 'Housing providers shall issue tenancies which are compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community and the efficient use of their stock.'
- The Tenancy Policy (of any individual Housing Association; or Council landlord) must be developed with regard to the Local Authority Tenancy Strategy.
46. The CIH advises that the Tenancy Policy may constitute a fundamental change in the local housing offer, and should therefore be communicated widely and beyond existing tenants.
47. The work of developing the Tenancy Policy will need to be carried out in conjunction with other key activities to be described in the following paragraphs. For the sake of clarity, a combined approach to these activities is suggested at paragraphs 46 to 52.

The Tenancy Strategy

48. It is a statutory requirement of the Localism Act that Housing Authorities must publish a Tenancy Strategy by January 2013. These strategies must-
 - (a) Set out the high level ambitions for an area which housing providers must have regard to when they develop their tenancy policy.
 - (b) Signpost or summarise registered providers' tenancy policies.
 - (c) Be developed with consideration of the local allocations policy and homelessness strategy.
 - (d) Be developed in consultation with providers.
49. Tenancy Policies are supposed to be formulated with regard to the Tenancy Strategy. This implies that Local Authorities must either, develop and publish a Tenancy Strategy in advance, or that Tenancy Policies will need to be retrospectively adapted to the Tenancy Strategy.
50. The Chartered Institute of Housing (CIH) recommend that Housing Associations and Local Authorities begin working together on the development of Tenancy Strategies and Policies in order to begin the alignment process from the outset and to begin working through any conflicts in aspirations and priorities.
51. It is clear that Tenancy Strategies are intended to influence Housing Associations' Tenancy Policies, rather than dictate their policy intent and operation. The influence which the Tenancy Strategy for Central Bedfordshire has over providers' Tenancy Policies will be strengthened if providers and the Council work together to develop and agree high level strategic outcomes for the housing offer in Central Bedfordshire.
52. The CIH advises that the first step in developing a Tenancy Strategy is to decide the strategic intent which the Tenancy Strategy and Policies should be trying to achieve. This decision should take account of:-
53.
 - (a) The corporate vision for the area, (for example the LB Wandsworth has 'reducing worklessness' as an aim of its Tenancy Strategy).
 - (b) The corporate vision for housing services
 - (c) The Business Plan.
 - (d) The input of non-housing partner organisations and services.
54. Within Central Bedfordshire, there is a need to explore how the interaction of the affordable rent regime, welfare reform, the socio-economic profile of existing and future tenants and the structure of the local jobs market might interact to help or hinder the collection of the projected rental income in the HRA Business Plan.

Allocation policy

55. The Allocation Policy must identify how Central Bedfordshire will use the Localism Act freedoms to determine who can apply to go onto the waiting list for social housing; how priority for housing will be awarded; the circumstances in which the private rented sector will be used to discharge the homelessness duty; and must dovetail with the Tenancy Policy in respect of the circumstances in which applicants will be allocated, (or able to express an interest in) affordable and social rented properties.
56. The CIH point out that in respect of Choice Based Lettings (CBL) schemes, there is a need to consider whether it will be possible to operate a fair and transparent scheme which applicants can understand, encompassing different tenancy types / tenancy lengths / rent setting levels.
57. Although notionally the Allocations Policy is required to be in place ahead of the Tenancy Strategy, in practice the Allocations Policy will need to be influenced by and support the high level strategic aims identified in the Tenancy Strategy, and operate in tandem with the Tenancy Policy to achieve them.

A suggested approach to developing the Tenancy Strategy and related policies

58. In order that the high level, strategic aims of the Tenancy Strategy can influence the content and operation of the Tenancy and Allocations Policies, the work of formulating and articulating these aims should begin in April 2012.
59. The timescales to which we are working dictate that the development of the Tenancy Policy and Allocations Policy will need to take place alongside this process.
60. In practice, it is likely that an iterative approach will emerge in which the Tenancy Strategy and Policy develop and change in response to each other.
61. The process of developing the Tenancy Strategy must be carried out in partnership with Housing Association partners. A wider consultation process, to be discussed in more detail at paragraph 87, will need to inform the earliest stages of the work. Members have a key role to play in ensuring that the views of local people are represented in the high level strategic aims, and in the attendant policies.
62. Overview and Scrutiny Committee are asked to consider how they will engage with the process of strategy and policy development. Members may, for instance, wish to form a Task Group, aided by input from officers as required, to lead on formulation of strategic aims.
63. Alternatively, Members may prefer an officer-led process, with Overview and Scrutiny Committee engaged at key decision making points to consider officer recommendations.
64. In considering their role, the Committee are recommended to consider the wider issues raised at paragraphs 68 to 86.

Developing the new 'housing offer' for Central Bedfordshire

65. Developing and implementing the Tenancy Strategy for Central Bedfordshire, through the Allocations Policy and Tenancy Policy, will culminate in the creation of a new 'housing offer' for Central Bedfordshire.
66. Introducing Localism Act freedoms around the allocation of social housing will build on and strengthen the existing housing options approach. For example, the freedom to discharge the full homelessness duty into the private rented sector is a significant opportunity to make better use of council stock, meet more housing need and contribute to mixed and balanced communities.
67. The private rented sector will inevitably become a bigger part of the local 'housing offer'. Successful use of the private rented sector to meet housing needs will require ongoing partnership work with landlords, aiming to achieve the greatest possible stability and value for money from tenancies in the sector.
68. An example of the way that the localism agenda is already acting to shape the local 'housing offer' is in the allocation to the Council's Housing Needs Service, by Central Government, of £129 000 Mortgage Rescue funding. The Council is free to use this funding to develop its own mortgage rescue product, tailored to local circumstances.
69. It is likely that properties let at 'affordable rents' will be an increasing part of the housing offer in Central Bedfordshire, as Housing Associations developing new build properties will do so at rent levels of up to 80% of market rents. That contrasts with current social housing rent levels which are typically, in Central Bedfordshire, in the range of 50-55% of market rents.
70. The anticipated changes to the Right To Buy could further act to increase the proportion of Affordable Rent properties in the stock profile across Central Bedfordshire, as additional properties let at social rents are sold and replaced with newly built Affordable Rent properties. The Right To Buy changes also have the potential to alter the stock profile in respect of its size and type, if it does not prove possible to fund one-for-one replacements locally. There may also be a geographic dimension to the changing stock profile, should there be a local resurgence of Right To Buy purchases. In the past, there have been greater numbers of sales of relatively desirable properties (particularly houses), concentrating the availability of social re-lets in those areas which were already relatively deprived or had a higher proportion of flatted accommodation.

Mortgages and support for mortgage deposits (as part of a Housing Offer)

71. An option that merits serious consideration, as part of a Central Bedfordshire Housing Offer, is for the Council to join the Local Authority Mortgage Guarantee Scheme (LAMGS). Under the scheme, the council would offer to underwrite up to four-fifths of the 25 per cent deposit needed to buy a home; with the buyer supplying the other one-fifth and then being able to benefit from similar repayment terms to a 75 per cent mortgage. The Council could effectively stimulate the local Housing market by assisting people with their deposit to buy a home, possibly for the first time.

72. The Government is keen to see local authorities getting involved in the mortgage market; the aim being to stimulate the housing market and offer options to people who may not be able to get a loan from a mainstream lender. In February 2011, the Housing Minister Grant Shapps said –

"I called on key figures from across industry to come together today, because we must do more to help aspiring first time buyers - the average age of the first time buyer with no support from their family is now 37, and there are 1.4 million households who aspire to own a home but are simply unable to do so because of house prices and mortgage availability.

73. A typical example of an “indemnity” type approach, involving the Council, is set out below involving a notional Ms Smith –

- Ms Smith found a property she wanted to buy for £150,000.
- Ms Smith puts down a £7,500 deposit, and so must secure a mortgage of £142,500 mortgage (95%).
- The Local Authority’s backing indemnifies £30,000 of that mortgage
- The lender arranges a £142,500 or 95% mortgage, but with the extra security provided by the Local Authority, the lender is able to offer a lower rate than one might otherwise get with a smaller deposit. That rate will be based on a 75% loan to value ratio.

74. Under LAMGS if a potential buyer meets the strict credit criteria applied by the scheme lender, and meets the criteria set out by the Local Authority to qualify for a mortgage under the scheme, the Local Authority will provide a top-up guarantee to the value of the difference between the typical LTV (i.e. 75%) and a 95% LTV mortgage. The potential buyer will thereby obtain a 95% mortgage on the same terms as a 75% mortgage, but without the need to provide the substantial deposit usually required.

75. The indemnity provided by the Local Authority means that, although you would still have a 95% mortgage, the lender could give you a lower rate than you might otherwise get with smaller deposits. If you can put down more than 5% yourself, this will reduce the size of your mortgage and reduce the amount covered by the Local Authority.

76. The option of joining the LAMGS is not considered in depth in this report; but it does merit further consideration. Similarly, there are options for the Council to provide Mortgages. This was a common approach in the 1980s.

Learning from good practice

77. It is helpful to consider the way that other local authorities and Housing providers are implementing their new duties and exploring the new freedoms. The fundamental point about Localism is that good practice and innovation will emerge across the UK; and there will be opportunities to learn from those organisations who are ambitious and are at the forefront of change.

78. Midland Heart Housing Group have developed a Tenancy Policy, within which they will work with every new tenant to set out a plan for their long term housing ambitions. Each tenant will receive advice and support during their fixed term to meet these ambitions, with the tenant's circumstances and aspirations to be reviewed at the end of their fixed term.
79. The London Borough of Wandsworth intend to pilot the use of 2 year tenancies for the limited number of new tenants who it is felt would particularly benefit from support to enter employment during the fixed term period.

Wider issues

80. In developing the Tenancy Strategy; Tenancy Policy and Allocations Policy for Central Bedfordshire, there are a number of wider issues which need to be more fully understood, in order to ensure that the right high-level ambitions are identified for Central Bedfordshire, and further that the operation of the Tenancy and Allocations Policies do not produce unintended negative consequences. These issues are introduced below.
81. A bid has been made to the Local Government Association for support under the 'Keep it REAL' programme, to implement the changes described above, with particular reference to some of the issues outlined below. This bid is attached at appendix A.

Welfare reform and affordability

82. This is an area of uncertainty and complexity. Some welfare reforms with direct relevance to housing have already been implemented. For example, the age at which Housing Benefit claimants in the private rented sector can claim for self-contained rather than shared accommodation has increased from 25 to 35, although with several groups, including those who have been residents in homeless hostels for a specified duration, exempted.
83. Further reforms, such as the introduction of the total benefit cap, the replacement of all existing benefits with Universal Credit, and the proposal to reduce benefit eligibility to people of working age who under-occupy social housing, will require primary legislation (in the Welfare Reform Act) and are the subject of ongoing parliamentary debate on the content of the Welfare Reform Bill.
84. Detailed modelling of the effect of different rent and tenure regimes will be needed in order to clarify under what circumstances of tenure, rent level, benefit eligibility, household structure and earned income, homes will be affordable to their tenants.
85. The Chartered Institute of Housing have developed a 'benefit calculator' which allows landlords to model benefit eligibility under the new regime. It is becoming common practice for social landlords, including the Council's Landlord Service, to identify tenants at risk (in terms of the Benefits Reforms being introduced) and to work with and advise tenants at an early stage, to enable those tenants to make choices in terms of their individual circumstances and to make the choices that are right for them.

Housing needs

86. It will be necessary to review and if necessary update our knowledge of local housing needs, in order to develop the most effective strategy and policies for Central Bedfordshire. Review and refresh of the Strategic Housing Market Assessment for Central Bedfordshire is currently in progress.

Equalities

87. It is made explicit in the draft statutory Allocations Code of Guidance that Local Authorities must have regard to their obligations under the Equalities legislation in framing their Allocation Policy. This introduces a potential tension between the practice of localism and the Equality duty, in the potential for local priorities and preferences to conflict with Equalities obligations.
88. The Equality duty which applies here is for public bodies to act to eliminate unlawful discrimination, victimization and harassment against people on the grounds of race, religion or belief, age, gender, pregnancy and maternity, gender reassignment, sexual orientation and disability. Further, the duty requires public bodies to advance equality of opportunity between different groups, and foster good relationships between different groups.
89. It is corporate practice to also consider the inter- relationships between the protected characteristics and socio-economic disadvantage in the conduct of Equality Impact Assessments.
90. The potential for conflict between local priorities for the allocation of social housing, and the Equality duty, requires the council to be very clear about how the equality duty applies to the content and operation of Allocations Policy. Where conflict does arise, the Council will need to exercise leadership in applying the Equality Duty in a way which fosters good relations and promotes cohesion.
91. Conflict may arise for example in the policy on awarding priority for an allocation of social housing. In practice, the allocation scheme must 'on the whole' favour those who fall within the statutory reasonable preference categories. However, the Government clearly intend that other circumstances should be allowed to attract priority for an allocation, should that suit local circumstances. In addition, there is an explicit Central Government aim to improve access to social housing for ex-service personnel.
92. It will require careful thought to construct a scheme which balances the desire to reflect local priority against the legal obligations conferred by the Equality duty and the reasonable preference categories (although it may transpire that local priorities do not conflict with equalities).
93. The requirement to develop a Tenancy Policy around the needs of vulnerable people is a further opportunity to ensure that protected groups are afforded equality of opportunity within the new 'housing offer', and that inadvertent disadvantage and discrimination are avoided.

Neighbourhood issues

94. In keeping with the principle of Localism, it is expected that Local Authorities and their partner Housing Associations will, in framing their Tenancy Strategy and Policy, have regard to neighbourhood issues, including community sustainability, and use their policies to address these.
95. Central Bedfordshire Council has within its area a number of relatively deprived neighbourhoods which have over the years, with mixed success, been the focus of neighbourhood regeneration activities. These neighbourhoods tend to correlate with a high density of social housing. The Council is ambitious to tackle area-based poverty, and identifies this as an issue in the 'Keep it REAL' bid.
96. A concern about the use of flexible tenancies is that by limiting the length of a tenancy to the time it takes the tenant to establish themselves in the labour market and improve their economic circumstances, you lose an opportunity to improve the socio-economic mix of the neighbourhood, exacerbating a natural tendency for people to leave less desirable neighbourhoods as their economic circumstances improve.
97. On the other hand, it could be argued that by discharging more acute housing need into the private rented sector rather than into social housing, there is less concentration of the most vulnerable households in particular neighbourhoods, so helping to foster mixed and balanced communities. However, in practice, the more affordable private rented housing stock may be itself concentrated in ex-council stock on the same relatively deprived estates.
98. These housing reforms present both a potential opportunity and a potential threat to the wellbeing of Central Bedfordshire's more deprived communities. Understanding how to implement them for the better should start with a robust understanding of the effect of 'Place' on its residents. There is a need to pose the question 'What is it about this neighbourhood in particular which is holding back its residents?'; further, 'What could a Tenancy and Allocations policy contribute to improving that situation?' and finally 'What else would need to be in place to achieve a significant and lasting improvement to this neighbourhood?'

Consultation

99. It is an explicit aim of the Localism agenda that the local 'housing offer' is designed to suit local needs and preferences. A consultation process will therefore be required which must be carried out in such a way as to attain a representative set of views from local people, service users and stakeholders. The consultation must be wide-ranging and seek input from non-housing partner organisations.

100. The consultation process will be designed, so that the whole system change that is envisaged can be understood (broken down) in terms of each element of change that is being proposed. The simple fact is that the change agenda is far reaching and comprehensive; and it will be difficult to project what each and every implication will be, for each individual household, because there are a range of variable factors. The approach will be to look at possible scenarios, for different household types and then to consider the Policy implications, as to where Policy lines should be drawn. The agenda is potentially complex and early thought is being given as to how the Council should approach engagement, in terms of –
- (a) Defining policy objectives and scope, for whole system change;
 - (b) Identifying risks and negative implications of change;
 - (c) Breaking down the change as a whole into elements that are related to each component part of the change agenda, namely Welfare reform; Allocations; Tenancy strategy; affordable housing delivery; Right to Buy etc.
 - (d) Clear proposals for change – set in a strategic context, and related to the evidence base in terms of Housing Need being met currently; affordability and Rent policy; impact on the jobs market; and the experience of different household groups in being able to access social housing. .

Taking forward the change agenda: towards implementation

101. The table overleaf sets out the scope of actions that are necessary, to implement this agenda in Central Bedfordshire, with some indicative time scales. These actions will be developed as part of a project, to Improve the Housing Offer in Central Bedfordshire

102.

Action	Proposed timescale
Develop a Tenancy strategy for Central Bedfordshire, setting out high level policy objectives.	Begin developing strategy in partnership with Housing Associations – May 2012 Publish the tenancy strategy – January 2013
Produce a tenancy policy for Central Bedfordshire Council's Landlord Service	Begin policy development May 2012 in parallel with the Council's Tenancy Strategy.
Review Allocations Policy and CBL operation; the starting points being research and analysis as to who is accessing social housing in Central Bedfordshire; how well housing need is being met; and the impact on the jobs market.	Begin review May 2012, with a view to implementation of changes in May 2014 (2 year programme to fully implement comprehensive, whole system change.)
Model the effect of different rent regimes on affordability, in the light of welfare reform changes	Begin June 2012
Analyse affordability of different tenures and rent regimes for families on benefits and those in employment at different levels of income (including where hours and income fluctuate).	Begin July 2012
Based on the refreshed Strategic Housing Market Assessment, produce analysis of local housing needs to inform Tenancy Strategy and Policy (including analysis of the economic profile of prospective new tenants).	Begin June 2012
Model the impact of tenure and rent reforms on the HRA Business Plan.	April 2012
Develop a consultation process around the development of the Tenancy Strategy, Tenancy Policy and Allocations Policy; to include a formal 12 week consultation on the draft strategy and policies.	April 2012

103.
Cont.

Action	Proposed timescale
Implement changes in Tenancy Management policy and practice.	Develop procedures and paperwork associated with managing flexible tenancies. Timing dependent on publication of Tenancy Policy.
	Update written procedures on successions and assignments. Complete by June 2012
	Support formation and operation of Tenant's Panel. From April 2012.
	Develop policy on implementation of the Tenant Cashback model. From April 2012.
Implement changes in allocations policy and practice.	Shift operation of the housing register to online registration and self-assessment. Complete by December 2012
	Implement default discharge duty of homelessness duty into private rented sector. Policy position established September 2012
	Develop models to enable access to the private rented sector. From April 2012
	Develop model for an integrated Housing Needs / Private Sector Housing Service, for implementation during 2013.

Conclusion and Next Steps

104. Implementing the changes outlined above is whole system change, especially when seen in the context of welfare reform. The changes set out in the Government's National Housing Strategy; the Localism Act and the Welfare Reform Bill are comprehensive and far reaching. The change agenda should be related to local priorities and ambitions; and those priorities should be developed on the basis of a complete and accurate understanding of the local housing market; and also access routes into social housing and employment, as well as an understanding of areas like child poverty and worklessness.
105. It is important that an effective programme of Scrutiny is established during 2012/13, to work in parallel with the political leadership in defining strategic objectives, related to and which support the Council's Vision of Central Bedfordshire as 'a great place to live and work'. It is also necessary to set out and programme this work over a two year period, to include –
- (a) Research and analysis;
 - (b) Policy Making

- (c) Engagement and consultation
 - (d) Implementation
106. The work – in terms of the various elements of the change agenda – will not be sequential and is important to decide which elements of change are progressed, and in what order. For legal reasons, the starting point will be the Council's Tenancy Strategy, due for adoption in January 2013. But there are important considerations that are less straightforward, for example, the Choice Based Lettings Partnership with Aragon Housing association; BPHA; Bedford and Luton Borough councils. That Partnership is well established; but it is not certain that all three councils will move in the same direction, in the same timeframe, and to achieve common Policy objectives. If there is divergence, then the partnership may not last and the implications of (possibly) dismantling the current CBL scheme will be significant, and will take time.
107. This report is the starting point, to begin a dialogue within the Council, as well as partners, stakeholders and the public, as to the extent and pace of change over (probably) a two year period. The report sets out the scope of the change agenda and seeks to build understanding. Some elements are relatively fixed, for example the new Self Financing regime for council housing; the Tenants Cash-back scheme; and changes to Right Buy discounts. Even so, the Council will need to consider the implications and implement those changes
108. There are other changes which are truly far reaching, where the starting point is to understand the implications (with reference to research based evidence); and to determine strategic objectives, which are shaped into local priorities through engagement and consultation. This work is now underway, in terms of planning and preparation.
109. The scale and extent of change should not be under-estimated. The Housing Minister Grant Shapps described the Tenancy Changes as 'the most radical shake-up in social housing for 50 years'. Alongside Welfare reform, the changes proposed are designed to challenge the 'lazy consensus' on the use of social housing in previous decades. It is the Government's view that the assumption of a 'tenancy for life' encouraged benefit dependency and stifled aspiration, whilst limiting access to social housing for those in housing need.

Appendices:

Appendix A – Keep it Real bid application to Communities and Local Government

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

The practical implications of tenure reform. (2012) Chartered Institute of Housing

How to develop your tenancy policy. (2012) Chartered Institute of Housing

Implementing social housing reform: directions to the social housing regulator. (2011) Communities and Local Government

Laying the foundations : a housing strategy for England. (2011) Communities and Local Government

All stated papers are available at Watling House, Dunstable, Rm 46, High Street North, LU6 1LF. Alternatively they are available on request from Tony Keaveney, Assistant Director Housing.



Appendix A

Keep it REAL programme

Expression of interest

Please return the completed form to localism@local.gov.uk by **5pm on Friday 27 January 2012**.

Council: Central Bedfordshire Council
Contact name: Tony Keaveney
Contact job title: Assistant Director Housing
Contact email: tony.keaveney@centralbedfordshire.gov.uk
Contact phone: 0300 300 5213

Name of sponsoring Executive Member: Councillor Mrs Carole Hegley, Executive Member for Social Care, Health and Housing

Please confirm that this Eol has been approved by the Chief Executive:
Yes. Richard Carr supports the submission of this Eol.

Please describe the challenge or issue for which you are seeking

support: We are particularly looking for the kind of 'wicked issue' that can't be solved simply through a technical or managerial fix; has to deal with complex and changing circumstances; requires behavioural change; for which there is no existing solution or where the solution needs to be identified at the same time as addressing it; or where information is incomplete or hard to make sense of.

Central Bedfordshire is an area that will, during the course of the next twenty years, see significant housing and employment growth, as well as inward migration. That is, inward migration of households from Hertfordshire and London, seeking relatively cheaper market housing than they are able to afford in the wider south east. The 'wicked issue' that Central Bedfordshire Council will tackle during 2012/14 relates to the freedoms and flexibilities of the Localism Act, applied to the Housing Allocations scheme for Central Bedfordshire, in the context of –

- Welfare reform;
- Pressing Housing Need, at a time of economic uncertainty;
- The new affordable rent regime, which has affordability implications;
- Break with a 'home for life' – introducing 'fixed term' tenancies;
- Re-definition of the purpose of social housing, potentially a 'move away from' the imperative to create new, economically mixed, balanced communities;
- Successfully delivering large scale, sustainable development;
- Fundamental review of access routes into social housing; and re-assessment of Priorities – potentially to create Local allocation schemes across (within) Central Bedfordshire, within a coherent District wide Allocation scheme that meets the most pressing Housing Needs.

Central Bedfordshire is an area of relatively high housing need, evidenced through Housing Market assessments and also the demand for social housing. The Council is

ambitious to meet local housing need, as a theme of an overarching ambition to secure economic prosperity; jobs; and to improve social mobility. Many households are unable to afford homes locally and yet some households feel excluded from being able to access social housing because they don't have a particular problem (issue) that will give them a sufficiently high priority, to enable them to access social housing. There is increasingly a perception that social housing is available solely to people who are vulnerable; or, who experience crisis situations. For example, homelessness. There are tensions, and for many people, the private rented sector is their main option. But accommodation is expensive. There is a widely held view that access routes into social housing, on the basis of Need, do not benefit ordinary, 'hard working' families.

There has been a consistent drive, in recent years, toward community led regeneration. Interventions include a successful and nationally recognised Arts led project. But success (in terms of the outcomes for an area), in recent years, is questionable. It is difficult to evidence social mobility in some areas; and it could be argued that current access routes to social housing act against socio-economic mobility and have perpetuated deprivation; including child poverty, and also levels of crime and the fear of crime, in some areas.

The potential to use social tenancies more flexibly creates an inherent tension between meeting Need and the aim of creating healthy, socio-economically mixed neighbourhoods. By limiting the length of a tenancy to the time it takes the tenant to establish themselves in the labour market and improve their economic circumstances, you potentially lose an opportunity to improve the socio-economic mix of the neighbourhood.

A further dimension to the local situation is the mis-match between the local labour market and the cost of housing. Our Strategic Housing Market Assessment found that house prices were relatively high, reflecting our position relative to the wider job market of the south-east, and a high level of out-commuting of residents into relatively well-paid work. By contrast, the local labour market is low-paid, affording limited opportunities for those who are less skilled or less mobile to find work which will allow them to compete in the housing market.

In the context that is described above, the Council is considering how to develop an allocations framework, to reflect local priorities in a meaningful way (and potentially, in different ways, in each locality, across Central Bedfordshire). This could mean a departure away from the single Allocations scheme for the area. And yet, the Council will not constrain or fetter its ability to meet statutory obligations, to those vulnerable people and families who are the main component of demand for social housing.

Central Bedfordshire is, in relative terms, an affluent area; though there are areas where the indicators of multiple deprivation are amongst the most deprived in the region. The Council is ambitious to promote health and wellbeing, and to protect the vulnerable; as part of an over-arching vision that Central Bedfordshire should be a 'great place to live and work'. There are significant and far reaching Equalities implications, that in the context of the change agenda, presents Risk which will need to be managed tightly.

Important to that emerging vision is an ambition to review access routes to social housing and potentially to re-define the purpose of social housing, ending the

'tenancy for life', and to move towards the use of social housing as a spring-board into employment and training, social and economic mobility.

There is a degree of unease, at the prospect of fundamentally re-casting the purpose of social housing (in terms of who has priority to access what is essentially a scarce resource) if to do so might mean that households who are vulnerable, or in difficult circumstances, are to face prolonged difficulty. But it is also true that the Council is ambitious to tackle persistent, area based deprivation, in particular child poverty.

Whilst inevitably, there is the potential for a somewhat parochial debate that is related to homes for local people, the more compelling lever of change is about enabling or creating social mobility that is within – and so benefits – an area. That is, social mobility that benefits a whole area rather than the opportunity for any one individual to leave an area. It is about helping an area, to help itself; and using Housing allocations as one lever of change. There is the potential to use flexible tenancies to support households in times of their particular need; and using the allocations scheme to reward families who are working; or seeking to enter the labour market.

To sum up, our wicked issues are to:

- Find a way to use flexible tenancies judiciously, so that they act as a springboard to promote socio-economic mobility; help to make best use of the scarce social housing resource for people in the greatest need; and do not act to undermine new, as well as existing communities, by skewing the socio-economic balance and inadvertently holding back the people in those areas. In particular, to tackle problems related to child poverty where it is most persistent.
- Find a meaningful way to reflect local priorities within the Council's Allocations Scheme, in the context of high demand and a housing market which is out of kilter with the local labour market.

Please describe why you feel your issue would benefit from external support and challenge from Keep it REAL:

- The draft allocations COG makes explicit that councils should have regard to their obligations under the equalities legislation in framing their allocations schemes. Council members and officers would benefit from assistance to develop their ability to apply equalities legislation in this situation.
- A key issue is understanding our communities; their aspirations, at a time of economic hardship and welfare reform, in particular to know how best to help those households who are more vulnerable, face particular issues, or who experience isolation. How do we deepen our understanding of those communities, in terms of the levers of change to promote social mobility (using enabling, rather than direct interventions)? How do we use that understanding to frame an allocations scheme which doesn't have unintended consequences, which might conflict with local priorities or the policy intent? The concern is that potentially, the policy shift might actually result in an

exacerbation or intensification of social deprivation in some areas.

- Participatory democracy in terms of a complex debate where the Policy levers and the outcomes are not straightforward. How do we work with all our residents to make sure that they are enabled to influence what is likely to be fundamental change in the local Housing system. Initially, external facilitation would assist in defining the purpose of change and the specific policy objectives.
- An allocations scheme which aims to encourage and support employment is likely to be more successful if it is allied to other initiatives to improve the position of our less-well-off residents in the labour market. Outside challenge and input would assist us in developing a vision, in collaboration with our communities.
- Delivering new, large scale, sustainable development is essentially about creating new places that don't exist now, and creating new communities to live in those places. What are the implications of the change being considered by the Council, in terms of successful Place-making?

Please indicate which organisations are involved in working on your

issue: This might include other councils from all tiers, local and national civil society organisations, public service organisations, and the private sector.

Housing Associations, as key partners of the Council. In particular, the Members of the Bedfordshire Homefinder Scheme.

Town and Parish Councils. Please note, a twelve week consultation is about to commence, with regard to a proposed new Local Lettings Policy, which will include engagement with all Town and Parish Councils.

Engagement with Local lettings agencies and Private landlords, through the Council's Landlord's Forum.

Engagement with the Council's Development partners, in terms of the delivery of new build, sustainable development across several major sites and urban extensions. There is a well established Place-making approach, that is rooted in community involvement and Planning for Real.

Voluntary sector, in particular the Supported Housing providers and voluntary sector advocacy and advice groups – e.g. Citizens advice.

Please indicate what nationally relevant learning could be shared from the proposed work:

How to use Housing allocations to act against and potentially reverse persistent, estate based deprivation (including child poverty) in the context of Welfare Reform, using levers that are essentially 'enabling' rather than direct intervention, so as to achieve social mobility on an area basis; and to provide a springboard to better economic prospects, on an area basis. Put bluntly, we know that physical regeneration schemes can be costly – but do not necessarily change the



fundamentals of what a 'Place is like', or the life chances of people living in the area.

If a way is found to implement the Localism Act freedoms in Central Bedfordshire, that truly reflects local priorities, strengthens participatory democracy and acts to promote socio-economic mobility; then this will act as a real-world case study of the potential of the Localism approach to harness the latent strength to be found in relatively deprived and weak communities.

Working closely with local communities, as to their priorities, to share learning as to how to develop separate and discrete Local Allocation schemes, that operates effectively within a District wide scheme, where overall Housing Need is being met; whilst retaining the attributes of a Choice Based lettings scheme.

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Meeting: Social Care, Health & Housing Overview and Scrutiny Committee
Date: 12 April 2012
Subject: Capital Budget Management 2011/12
Report of: Cllr Carole Hegley, Executive Member for Social Care, Health & Housing.
Summary: The report provides information on the Directorate capital financial position as at the end of December 2011

Advising Officer: Julie Ogley, Director of Social Care, Health & Housing.
Contact Officer: Nick Murley, Assistant Director Business & Performance
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

1. Sound financial management contributes to the delivery of the Council's value for money, enabling the Council to successfully deliver its priorities.

Financial:

2. The financial implications are set out in the report.

Legal:

3. Not applicable.

Risk Management:

4. Not applicable.

Staffing (including Trades Unions):

5. Not applicable.

Equalities/Human Rights:

6. Not applicable.

Community Safety:

7. Not applicable.

Sustainability:

8. Not applicable.

Procurement:

9. Not applicable.

RECOMMENDATION:

The Committee is asked to note the Capital position as at the end of December 2011.

Status of the Programme

10. The following table summarises the position as at the end of the quarter 3.

11. Table 1 Capital programme summary

	Full Year Forecast Variance						
	Gross Expend. Budget	Gross Income Budget	Net Total	Gross Expend. Budget	Gross Income Budget	Net Total	Variance
Project	£m	£m	£m	£m	£m	£m	£m
Disabled Facility Grants (DFG)	3.370	(0.588)	2.782	3.070	(0.584)	2.486	(0.296)
Renewal Assistance	0.244	(0.044)	0.200	0.244	(0.044)	0.200	0
NHS Campus Closure	4.430	(4.430)	0	3.319	(3.319)	0	0
Timberlands	0.931	(0.699)	0.232	0.030	(0.020)	0.010	(0.222)
Empty Homes	0.200	(0.040)	0.160	0.050	(0.000)	0.050	(0.110)
Adult Social Care ICT Projects	0.280	(0.280)	0	0.120	(0.120)	0	0
Houghton Lodge retention	0.002	(0.002)	0	0.002	(0.002)	0	0
Step Up/Step Down refurbishment	0.050	(0.050)	0	0.063	(0.063)	0	0
Sheltered Housing	0.020	(0.020)	0	0.000	(0.000)	0	0
Sub Total	9.527	(6.153)	3.374	6.898	(4.152)	2.746	(0.628)
HRA	5.056	0	5.056	4.856	0	4.856	(0.200)
Total	14.583	(6.153)	8.430	11.754	(4.152)	7.602	(0.828)

General Fund Programme

12. As part of the capital programme review a successful bid was made to increase the resources allocated to Disabled Facility Grants (DFG), as shown in the gross expenditure budget above.

13. In the year to date 283 DFG cases have been completed which has resulted in 354 major adaptations.

These are as follows:

Type of adaptation	Number
Level access showers (all types)	196
Straight stair lift	52
Curved stair lift	13
Toilet alterations	12
Access ramp	18
Dropped kerb and hard standing	3
Wheelchair/step lift	2
Through floor lift	8
Major extension	5
Kitchen alterations	4
Access works	26
Heating	4
Garage conversion	4
Other safety measures	7

14. The grants provided to residents through the DFG programme assist some of the poorer and most vulnerable members of the community. Without these grants in many cases the properties involved would be unsuitable for the needs of the occupiers.

15. By providing such residents with the facilities required to enable them to remain in their current homes, the DFG programme is helping to enhance the quality of their lives. This also reduces pressure on health service resources and residential care, as without these improvements more residents would require emergency or longer term care solutions.

16. The Renewals Assistance programme includes Safety Security Emergency Repair assistance and is an “emergency” type of assistance for the most vulnerable households, for example dangerous wiring, a condemned boiler, etc.

17. In addition Home Improvement Assistance will remedy hazardous and/or non decent homes occupied by vulnerable households, for example leaking roofs, rotten windows, etc. Most defects remedied were likely to have affected the health of occupants.

18. The Affordable Warmth Assistance remedies fuel poverty, usually in association with external funding.

19. All types of assistance provided normally result in improvements to homes that could previously have been affecting the health of the occupants. Assistance is related to improved health outcomes.

20. In the year to date 36 Renewals cases have been completed and are broken down as follows:

Type of Assistance	Number
Safety Security Emergency Repair	11
Home Improvement Assistance	19
Affordable Warmth Assistance	5
Legacy Empty Homes Grant	1

21. Forecast expenditure on Empty Homes relates to Empty Dwelling Management Orders (EDMOs) for two properties in Hockliffe Street in Leighton Buzzard. Two further properties are being progressed but due to the legal and administrative requirements it will not be possible to start works before the end of the financial year. A further five properties have been earmarked for EDMO/Compulsory Purchase Order (CPO). This has resulted in a forecast under spend for 2011/12 of £110k.

22. The Campus Closure Programme is projecting additional slippage of £1.1m into 2012/13 and 2013/14 although there will be no impact on the overall capital programme as it is fully grant funded. Since the beginning of the scheme the authority has spent nearly £4.5m on refurbishing and building new properties. To date, the programme has completed/delivered 10 properties with a further 2 expected to be completed in the spring of 2012. Most of the properties are now occupied but there have been delays with clients moving in due to their vulnerability, completion of the care management process and establishing a route for those without a full mental capacity in relation to their tenancy.

23. Slippage of £0.160m has been identified on Social Care ICT projects.

24. The Sheltered Housing project is projected to slip in 2012/13, although there will be no impact on the overall capital programme as it is fully grant funded.

Housing Revenue Account Programme

25. There is a projected under spend of £0.200m as reported in September 2011 on the HRA capital programme due to efficiencies in delivery of the Estates Improvements and Energy Conservation programmes for 2011-12. This will mean that the revenue contribution to finance capital expenditure will be reduced by this amount.

Appendices:

Appendix A – General Fund position by Capital Project

Appendix B – HRA position by Capital Project

Background papers and their location: None

APPENDIX A

CENTRAL BEDFORDSHIRE CAPITAL PROGRAMME 2011/2012

2011/12 Capital Programme
Social Care Health and Housing

Title and Description of the Scheme	Category	Revised Capital Programme- Approved by Executive 15th November 2011			Full Year Forecast			Full Year Variance			Over / under spend			Slippage after the Capital Programme Review to 2012/13			December 2011								
		Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	PROFILED BUDGET YTD			ACTUAL			VARIANCE		
																	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<u>Disabled Facilities Grants Scheme</u> The project is the provision of mandatory Disabled Facilities Grants (DFG's) funding, to adapt homes of people with disabilities to meet their specific needs. The provision of DFG's is prescribed in the Housing Grants, Construction and Regeneration Act 1996 and some funding is received from government.	B	3,370	(588)	2,782	3,070	(584)	2,486	(300)	4	(296)	(4)	4	0	(296)	(296)	2,240	(588)	1,652	2098	-622	1,476	(142)	(34)	(176)	
<u>Renewal Assistance</u> The project is the provision of grant or loan assistance in accordance with Central Bedfordshire Council's Private Sector Housing Renewal Policy, to help the most vulnerable people in the area to repair or improve their homes to make them safe, warm and healthy.	C	244	(44)	200	244	(44)	200	0	0	0	0	0	0	0	0	100		100	92	-17	75	(8)	(17)	(25)	
<u>NHS Campus Closure</u> The NHS Campus Closure Programme is a Government initiative backed with NHS Capital funding, to provide up to date and future proofed accommodation for people with severe Learning Disabilities who are currently living in substandard Care Homes under the responsibility of the Local Authority.	A	4,430	(4,430)	0	3,319	(3,319)	0	(1,111)	1,111	0	0	0	(1,111)	1,111	0	3,431		3,431	947	0	947	(2,484)	0	(2,484)	
<u>Timberlands and Chiltern View Gypsy and Traveller Sites</u> Timberlands is in poor condition; there are public health issues and refurbishment is long overdue resulting in tensions relating to site management. Grant has been secured for 75% of proposed costs.	C	931	(699)	232	30	(20)	10	(901)	679	(222)	0	0	(901)	679	(222)	0	0	0	0	0	0	0	0	0	0
<u>Empty Homes</u> The project is the provision of funding to undertake capital works to long term empty properties that are subject to enforcement action by the Council. The enforcement action would be compulsory purchase or empty dwelling management orders.	C	200	(40)	160	50	0	50	(150)	40	(110)	0	0	(150)	40	(110)	40	(8)	32	0	0	0	(40)	8	(32)	
<u>Social Care IT Infrastructure</u>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Social Care Single Capital Pot</u>	A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-430	(430)	0	(430)	(430)	
<u>Mental Health Single Capital Pot</u>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Adult Social Care ICT Projects</u> This project includes RP203, AIS/FACE, Web Site development & Electronic Social Care Record developments.	A	280	(280)	0	120	(120)	0	(160)	160	0	0	0	(160)	160	0	0	0	0	0	0	0	0	0	0	0
<u>Retention on HL Improvements</u>	A	2	(2)	0	2	(2)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Step Up/ Step Down Refurbishment Works</u> This project is the provision of a facility to try and reduce the number of people admitted or re-admitted to hospital.	A	50	(50)	0	63	(63)	0	13	(13)	0	13	(13)	0	0	0	50	(50)	0	2	0	2	(48)	50	2	
<u>Sheltered Housing</u> This capital grant will be used to improve the assets that support sheltered housing.	A	20	(20)	0	0	0	0	(20)	20	0	0	0	(20)	20	0	0	0	0	0	0	0	0	0	0	0
<u>BUPA Re provision</u>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Social Care, Health and Housing:		9,527	(6,153)	3,374	6,898	(4,152)	2,746	(2,629)	2,001	(628)	9	(9)	0	(2,638)	2,010	(628)	5,861	(646)	5,215	3,139	(1,069)	2,070	(2,722)	(423)	(3,145)

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APPENDIX B

CAPITAL PROGRAMME - CENTRAL BEDFORDSHIRE COUNCIL 2011/12

HOUSING REVENUE ACCOUNT

Title and Description of the Scheme	Category	Revised Capital Programme- Approved by Executive 15th November 2011			Full Year Forecast			Full Year Variance			Over / under spend			Slippage after the Capital Programme Review to 2012/13			December 2011								
		PROFILED BUDGET YTD			ACTUAL			VARIANCE																	
		Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure
£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
<u>General Enhancements (formerly Minor Works)</u> Various one-off projects required on an ad hoc basis and not identified in a specific capital project, eg defective damp-proof.	HRA	250	0	250	200	0	200	(50)	0	(50)	-50	0	(50)	0	0	0	160	0	160	137	0	137	(23)	0	(23)
<u>Drainage & Water Supply</u> A programme of improvements to water supplies and water mains systems where these systems have deteriorated due to age	HRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Stock Remodelling</u> Various projects that have been identified to enhance the stock: eg. improve insulation, convert bedsits to flats, convert flat to pitch roofs, construct lift shafts, etc.	HRA	200	0	200	200	0	200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Garage Refurbishment</u> To ensure our garage block sites are in a safe and secure condition.	HRA	50	0	50	50	0	50	0	0	0	0	0	0	0	0	35	0	35	29	0	29	(6)	0	(6)	
<u>Paths & Fences siteworks</u> Identification of defects and design, plan and install improvements.	HRA	60	0	60	60	0	60	0	0	0	0	0	0	0	0	37	0	37	92	0	92	55	0	55	
<u>Estate Improvements</u> Improvement to the amenities and appearance of our neighbourhood.	HRA	250	0	250	150	0	150	(100)	0	(100)	-100	0	(100)	0	0	205	0	205	140	0	140	(65)	0	(65)	
<u>Energy Conservation</u> Improve the energy efficiency of the housing stock	HRA	250	0	250	125	0	125	(125)	0	(125)	-125	0	(125)	0	0	140	0	140	31	0	31	(109)	0	(109)	
<u>Roof Replacement</u> A programme of replacement where the roof covering is inadequate.	HRA	234	0	234	234	0	234	0	0	0	0	0	0	0	140	0	140	192	0	192	52	0	52		
<u>Central Heating Installation</u> Delivery of affordable warmth and improvement to thermal comfort while reducing harmful emissions.	HRA	1,100	0	1,100	1100	0	1100	0	0	0	0	0	0	0	598	0	598	668	0	668	70	0	70		
<u>Rewiring</u> Improvement to wiring for efficiency and safety reasons.	HRA	340	0	340	340	0	340	0	0	0	0	0	0	0	238	0	238	131	0	131	(107)	0	(107)		
<u>Kitchens and Bathrooms</u> Identify properties that will fail the Decent Home Standard and institute remedial action.	HRA	1,100	0	1,100	1137	0	1137	37	0	37	37	0	37	0	600	0	600	560	0	560	(40)	0	(40)		
<u>Central Heating communal</u> To deliver affordable warmth and improve thermal comfort while reducing harmful emissions.	HRA	172	0	172	172	0	172	0	0	0	0	0	0	0	84	0	84	71	0	71	(13)	0	(13)		
<u>Secure door entry</u> Replacement of front and rear doors with quality composite doors.	HRA	350	0	350	325	0	325	(25)	0	(25)	-25	0	(25)	0	247	0	247	223	0	223	(24)	0	(24)		
<u>Structural repairs</u> Correction of structural defects arising from subsidence.	HRA	150	0	150	150	0	150	0	0	0	0	0	0	0	102	0	102	84	0	84	(18)	0	(18)		
<u>Aids and adaptations</u> Where it is not possible to relocate to adapted properties this resource enables us to adapt the clients current property.	HRA	150	0	150	150	0	150	0	0	0	0	0	0	0	105	0	105	114	0	114	9	0	9		
<u>Asbestos management</u> Identify, monitor, and dispose of asbestos correctly.	HRA	57	0	57	120	0	120	63	0	63	63	0	63	0	35	0	35	87	0	87	52	0	52		
<u>Capitalised Salaries</u> Capitalise salary costs within Asset Management for time spent on the capital.	HRA	343	0	343	343	0	343	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<u>Window Replacement</u>	HRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total		5,056	0	5,056	4,856	0	4,856	(200)	0	(200)	(200)	0	(200)	0	0	0	2,726	0	2,726	2,559	0	2,559	(167)	0	(167)

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Meeting: Social Care, Health and Housing Overview and Scrutiny Committee
Date: 12 April 2012
Subject: Revenue Budget Management Report for period ended 31st December 2011 for Social Care, Health and Housing.
Report of: Cllr Carole Hegley, Executive Member for Social Care, Health & Housing.
Summary: The report sets out the financial position for the year 2011/12

Advising Officer: Julie Ogley, Director of Social Care, Health and Housing
Contact Officer: Nick Murley, Assistant Director Business & Performance
Public/Exempt: N/A
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

1. Sound financial management contributes to the delivery of the Council's value for money, enabling the Council to successfully deliver its priorities

Financial:

2. The financial implications are set out in the report

Legal:

3. Not applicable.

Risk Management:

4. Not applicable.

Staffing (including Trades Unions):

5. Not applicable.

Equalities/Human Rights:

6. Not applicable.

Community Safety:

7. Not applicable.

Sustainability:

8. Not applicable.

Procurement:

9. Not applicable.

RECOMMENDATION(S):

The Committee is asked to note:-

- a. **the General Fund outturn of £56.307m and £0.255m under spend; and**
- b. **the Housing Revenue Account financial position.**

Introduction

10. The report sets out the financial position to the end of March 2012.

General Fund Executive Summary Revenue

11. The **General Fund** position for the directorate indicates a projected under spend of £0.255m or 0.46% (£0.379m over spend for September).

12. The following table 'A' shows a summary position analysed by the Director and Assistant Director, with more detailed commentary in the following paragraphs.

Appendix 'A' provides a more detailed analysis by Service.

Table 'A' - Summary position analysed by the Director and Assistant Director

Assistant Director	Approved Budget	Provisional Outturn Spend for Year	Full Year Forecast Variance (-under)/overspend	Full Year Forecast Variance after transfers to/from reserves (-under)/overspend
	£000	£000	£000	£000
Director	105	118	13	13
AD Housing (GF)	4,168	4,168	0	(4)
AD Adult Social Care	53,534	54,672	1,138	1,005
AD Commissioning	4,875	4,547	(328)	(712)
AD Business & Performance	(6,961)	(7,198)	(237)	(557)
Total General Fund	55,721	56,307	586	(255)

13. Table 'B' – Subjective Analysis for the General Fund is as follows:

Expenditure type	Forecast Outturn (Before use of Reserves) £000
Staffing Costs	17,236
Premises and Transport	870
Supplies and Services	5,822
Third Party Payments	66,998
Capital Financing	0
Total Expenditure	90,926
Income	(17,119)
Grants	(17,500)
Total Income	(34,619)
Net Expenditure	56,307

14. The **Adult Social Care** service is showing an over spend of £1.005m (£1.114m for September). The main pressure within this area is from Older People package costs which are showing an over spend of £0.487m. People are living longer and the costs of dementia are on the increase. In addition assumptions made in the budget setting process included an increase in demography of 4% but indications to date are suggesting there is already an increase in numbers of older people by 5%. This is a combination of increasing demography and self funders requiring local authority support.
15. To quantify the impact of self funders, 25 have required council support during the first three quarters of 2011/12 in residential care. Extrapolating these numbers to be 33 for a full year, this could amount to an additional £0.549m that the council would have to fund. Given the current financial climate this trend is unlikely to diminish and will continue to put pressure on the Council's budget.
16. Challenging efficiency targets were set against the Older People service area and whilst they are not being fully achieved good progress is being made. A positive example of this is the Reablement service which has achieved reductions in care hours during the period April to December of 2,540 which is equivalent to a saving of £0.304m. It is evident that whilst this activity is reducing costs to the Council it is not able to completely mitigate the costs of the above

17. It is also worth reporting that there has been a 34% increase since March 2011 in the number of adult safeguarding investigations however the impact of these on resources within the social work teams is being contained.
18. Learning Disabilities package costs are showing an over spend of £0.272m plus an over spend of £0.436m in cross boundary charging that was identified in 2010/11. The £0.272m over spend includes new placements for which the local authority has become responsible under Ordinary Residence rules of £0.216m. These costs are being met from an earmarked reserve in the current financial year but are included as a pressure in the budget and the Medium Term Financial Plan. Early indications are that the average care package cost of Transitions for next year, 2012/13, is increasing from £0.030m to £0.042m which will lead to increased pressure in the budget and Medium Term Financial Plan.
19. To offset the above over spends the **Commissioning** service under spend of £0.712m (£0.322m for December) relates to the efficiencies made against the Learning Disability & Public Health Reform Grant £0.580m, mental health contracts £0.425m together with the application of NHS Grant of £0.368m. In additional customer income is forecast to over achieve by £0.626m within the **Business & Performance** service area.

Executive Summary Housing Revenue Account

20. The 2011/12 budget for the **Housing Revenue Account (HRA)** required a contribution from the HRA reserve of £0.195m. The December financial position indicates that a contribution from reserves of £0.195m is required (£0.295m September) which is in line with that anticipated when setting the budget.

Detailed Commentaries

Director

21. A small overspend is projected as a result of the unachieved managed vacancy factor and additional administration support costs.

Assistant Director – Housing

- 22.0 Across Housing Operations, there is an adverse variance to date of £0.110m and a full year forecast indicating it will be on budget.
- 22.1 Within Prevention, Options, and Inclusion there is a year to date over spend of £0.026m (under spend of £0.115m in September). This is a result of timing differences between expenditure being incurred and receipt of Homelessness grant. The outturn is anticipated to be close to budget.
- 22.2 There is a year to date over spend of £0.071m (£0.142m in September) relating to the Traveller Sites, with a predicted outturn on budget. The over spend to date is a result of building repair costs and costs associated with installing electricity and water meters at the Traveller sites, together with legal costs incurred at the Traveller sites.

- 22.3 The installation of meters, along with other works undertaken at the Traveller sites, has resulted in a reduction in staff time required. There has also been a significant reduction in water and electricity bills for the Council. These factors should ensure that the outturn will be in line with the budget.

Assistant Director – Adult Social Care

- 23.0 The overall position is a projected over spend of £1.005m (£1.114m for September). The year-to-date position is an over spend of £0.689m. Expenditure is forecast be higher in the final quarter of the year particularly for those areas where there is a transfer of cases from Children’s Services (after the summer term). The highest risk areas for external care packages are forecasting overspends of £0.487m for Older People, £0.261m for People with Physical Disabilities and £0.272m for People with Learning Disabilities. Further details are provided below

23.1 Older people

The packages budget for older people includes demographic growth of £1.0m but also efficiencies of £1.4m relating to reductions in residential placements together with savings from the activity around reablement and personal budgets.

23.2 Residential Care

An over spend of £0.538m is forecast. The number of service users has reduced by 10 since the end of March 2011. For the period April through to December, there have been 41 cases relating to a 12 week disregard period and 25 former self funders requiring local authority support. At the end of December residential placements numbers stood at 550 of which 257 were in residential block beds (93% occupancy versus 87% at the end of March 2011) and 293 in spot purchased beds (318 at the of March 2011).

23.3 Nursing care

An over spend of £0.361m is forecast; there is a corresponding increase in service user numbers of 11 placements since March 2011. For the period April through to December there have been 8 cases relating to a 12 week disregard period and 3 former self funders requiring local authority support.

23.4 Home care

An under spend on external home care packages of £0.212m is forecast; there has been an increase in home care service users of 89 since the end of March 2011. The average weekly package cost has decreased since 1 April 2011 reflecting a reduction in average weekly support hours and a very small reduction in the average hourly price. This includes service users receiving a home care service contracted on their behalf as part of a personal budget. The Reablement service has achieved reductions in hours for April to December of 2,540 which is equivalent to a saving of £0.304m for the year-to-date with a full year projection of £0.328m.

23.5 **Physical Disabilities**

The overall position on care packages is a forecast over spend of £0.261m. The budget in this area has increased by £0.473m between years to reflect the potential loss of Independent Living Fund (ILF) funding and the full year effect of 2010/11 care packages. It also includes funded pressures of £0.075m for Transitions and an efficiency of £0.100m in relation to the renegotiation of high cost packages.

23.6 There are variances within this over spend as residential care is projecting an over spend of £0.172m relating to an additional 2 customers since March 2011, nursing care a projected over spend of £0.028m and Home Care a projected under spend of £0.022m against a reduction of 45 customers since March 2011. An over spend of £0.142m is forecast on direct payments although the number of service users has decreased by 15 since the end of March 2011.

23.7 **Learning Disability**

An over spend of £0.271m is forecast reflecting an unachievable income target of £0.436m in relation to cross boundary charges to other authorities identified in 2010/11. This is also an over spend on packages of £0.272m of which £0.215m is funded by an earmarked reserve. This reserve totalling £0.583m was earmarked in 2010/11 to address the risk associated with Ordinary Residence transfers. There is also the risk of higher than anticipated transitions from Children's service and carer breakdown. New Year transitions growth of £0.315m is included in this budget and also efficiencies of £0.400m from the renegotiation of high cost packages. There are significant variances within care package lines including a projected over spend of £0.239m on cross boundary placements reflecting increased bed prices advised by other local authorities and a projected over spend of £0.213m on direct payments reflecting an increase in client numbers of 52 since March 2011.

23.8 For Learning Disabilities direct services there is a projected over spend of £0.257m before the use of the Supporting People reserve. An under spend on pay of £0.192m is forecast.

23.9 **Other variances**

There are a number of other variances that are explained below:

- There are savings around the residential care block contract and cross boundary placements budget which are forecast to under spend by £0.150m and £0.166m respectively.
- 23.10
- The Reablement Service forecast is an under spend on pay of £0.168m as a result of holding vacancies in line with the directorate efficiency proposals and due to phased recruitment to the new Support Planner/Broker teams
- 23.11
- Learning Disabilities and Mental Health Management is forecasting an over spend of £0.185m reflecting partial non achievement of efficiency targets within the in-house domiciliary care service of £0.250m.

Assistant Director – Commissioning

- 24.0 The forecast under spend of £0.712m (£0.332m for September) within Commissioning relates primarily to the projected under spend on the Learning Disabilities transfer of £0.580m and on contracts of £0.420m (see Para 24.2). This is offset by a projected under achievement of income of £0.168m from new Telecare charges.
- 24.1 The Campus Closure re-provision programme for people with learning disabilities is showing a forecast over spend of £0.384m but an earmarked reserve exists to support the costs of voids, one-off entry and exit costs associated with the new schemes opening during 2011/12. Further work is underway to model the financial impact of these schemes.
- 24.2 The forecast under spend on contracts of £0.854m relates mainly to Mental Health services £0.420m of which £0.200m represents a compensatory efficiency saving. An improvement plan has been agreed with a provider as a means to increase the amount of investment made to mental health services within Central Bedfordshire.

Assistant Director – Business and Performance

- 25.0 The forecast under spend of £0.557m (£0.413m for September) predominately relates to the over-achievement of customer income of £0.626m of which £0.613m relates to long stay residential and nursing care contributions.

Assistant Director – Housing (HRA)

- 26.0 The Housing Revenue Account (HRA) annual expenditure budget is £25.002m and income budget is £24.807m with a contribution of £0.195m from HRA reserves to present a net budget of zero. A subjective breakdown of this budget and forecast outturn is shown below:

2011/12	Budget	Annual Forecast
	£m	£m
TOTAL Income (Rents & Service Charges)	(24.807)	(24.780)
Staffing Costs	3.014	3.396
Repairs and Maintenance Costs	4.697	4.453
Stock Investment Programme	4.825	4.656
Corporate / Directorate Recharges	1.272	1.272
Supplies & Contracted Services	1.300	1.305
Housing Subsidy payment	9.894	9.893
TOTAL Expenditure	25.002	24.975
Contribution to / (from) reserve	(0.195)	(0.195)
Net Expenditure	0	0

- 26.1 There is a year to date adverse variance of £0.110m (adverse variance of £0.362m September). This has occurred due to a lag in repairs and maintenance invoices whilst the replacement contractor has taken over the Day to Day maintenance contract.
- 26.2 The 2011/12 budget for the Housing Revenue Account (HRA) requires a contribution from the HRA reserve of £0.195m. The forecast outturn for the year is on budget (increase of £0.100m in September). An over spend resulting from outsourcing the Console (£0.099m) has been offset by savings from the changes to Terms and Conditions (£0.025m) and reduced contractor costs following the change of supplier (£0.074m).
- 26.3 The overall impact of this will mean that the HRA will draw down £0.195m from reserves, as anticipated in the original budget.

Revenue Virement Requests

- 27.0 There are currently no proposed virements over £0.100m to report

Achieving Efficiencies

- 28.0 A number of efficiencies are built into the 2011/12 base budget.
- 28.1 For 2011/12 the efficiencies amount to £4.694m. Of this £4.746m is forecast to be achieved

- 28.2 Within cross-cutting efficiencies, additional income from the Revenue Income Optimisation project is only forecast to achieve £0.024m of the £0.192m target. Compensatory savings have been found to close this gap.
- 28.3 Within departmental efficiencies, there are two efficiencies that are showing significant shortfalls. The first relates to services in Learning Disabilities of £0.179m and the second around the reduction in demand for residential care due to reablement and efficiencies following the introduction of personal budgets of £0.251m.
- 28.4 Appendix B shows the Efficiency Tracker summary for the Directorate.

Reserves position

- 29.0 Appendix C shows the full list of reserves for the directorate. The total General Fund reserves available as at April 2011 are £2.617m.
- 29.1 The Campus Closure reserve will be called upon to fund transitional costs relating to the capital project and as such £0.384m has been included to fund some of this activity. Further work is underway to confirm the impact of these transitional costs across the whole programme.
- 29.2 The Social Care Reform reserve is being utilised to fund activity around the personalisation agenda and the recovery programme
- 29.3 The Deregistration of Care Homes Reserve is being utilised to meet the costs of new Learning Disabilities cases arising from Ordinary Residence – £0.215m is currently being met from this reserve.
- 29.4 A new reserve has been included in the Quarter 3 monitoring of £0.475m. The purpose of the reserve is to ensure that service users requiring major adaptations to remain in their own homes can do so including those who have been discharged from hospital or would otherwise be at risk of hospital admission.
- 29.5 The Supporting People Reserve will offset the loss of Supporting People income within Learning Disabilities Direct Services.
- 29.6 In respect of the Housing Revenue Account, the total reserves available as at April 2011 were £3.989m and the current forecast indicates that £0.241m of the HRA reserves will be used for 2011/12.

Debt Analysis

- 30.0 Housing Revenue Account
- 30.1 Total current and former tenant arrears were £0.905m at the end of September compared to £0.981m at the end of December. Current arrears are £0.623m or 2.50% of the annual rent debit of £24.97m (£0.661m or 2.65% at the end of September). The figure of 2.50% is a 0.35% adverse variance against a target of 2.15%. Performance on Former Tenant Arrears is 1.13% against a target of 1.0%, leaving a balance of £0.282m. (September was 1.28% with a balance of £0.320m).

In the year to date there have been write offs of £0.045m.

30.2 General Fund

30.3 General Fund debt at the end of December 2011 stands at £5.8m (£5.4m for September) of which £1.8m is house sales debt, £2.1m Health Service debt, £0.2m other Local Authorities. Of the remaining general debt of £1.7m, £0.7m (40%) is more than one year old. This includes legacy debt as well as Central Bedfordshire debt. Further analysis is being undertaken to establish the likelihood of payment.

Appendices:

Appendix A	Net Revenue Position Full Analysis
Appendix B	Efficiencies
Appendix C	Reserves
Appendix D	Debt Analysis

Background papers: None

Location of papers: Technology House

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Appendix A

	Cumulative to Date				Year							Activity level Medium/High risk budgets (COMMENTARY)	
	Budget	Actual	Use of reserves	Variance after reserves	Approved Budget	Forecast Outturn	Forecast Variance	Proposed use of Earmarked reserves	Forecast Variance after use of earmarked reserves.	Forecast % of Budget	RAG		Risk
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000			
Director of Social Care, Health, Housing	79	158	0	79	105	118	13	0	13	12%	red		Senior Mgmt Review efficiency of £60k forecast to be fully achieved and £.19k procurement efficiency
Housing Management (GF)	3,126	3,240	-4	110	4,168	4,168	0	-4	-4	0%	green		
Supporting People	1,853	1,843		-10	2,471	2,471	0		0	0%	green	Low	On budget
Prevention, Options & Inclusion (GF)	698	723		26	930	930	0		0	0%	green	High	On budget
Private Sector Housing Options (GF)	475	503	-4	24	633	633	0	-4	-4	-1%	green	Medium	On budget
Housing Management (GF)	101	171		71	134	134	0		0	0%	green	Low	

Appendix A

	Cumulative to Date					Year					Forecast % of Budget	RAG	Risk	Activity level Medium/High risk budgets (COMMENTARY)	
	Budget	Actual	Use of reserves	Variance after reserves	Approved Budget	Forecast Outturn	Forecast Variance	Proposed use of Earmarked reserves	Forecast Variance after use of earmarked reserves.						
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000					
Adult Social Care	39,022	40,020	-310	689	53,534	1,138	-133	1,005	2%	amber					
Asst Director Adult Social Care	-690	433		1,123	585	-5		-5	-1%	green	Low		Projected overspend on AD and HoS pay £36k, projected underspend on SoVA of £21k and on IMCA of £30k		
Older People and Physical Disability Mgt	366	282	-15	-99	488	-61	-15	-76	-16%	amber	Low		£76k underspend after reserves offsetting overspend on Review Team (see below OPPD Central) and also balance of funding held here for Homefinder/Residential Review officers.		
Older People - Day Care	449	442		-7	598	20		20	3%	amber	Low		On budget		
Enablement	2,076	1,851		-125	2,768	-597	475	-122	-4%	green	Low		Forecast underspends on reablement £123k Support Planner/Broker teams £32k and IMC in-house £13k. Projected overspend of £47k on Courts including part year new contract costs - reflecting unachieved part of full year efficiency of £200k		
OPPD - Care Management Central	4,121	4,302		181	5,495	333		333	6%	amber	High		Forecast overspend on pay on the Review Team £61k, Phys Dis packages forecast overspend of £261k, OT team projected underspend of £49k.		
OPPD - Care Management North	8,159	8,120	-16	-55	10,879	248	-16	232	2%	amber	High		Pay on budget, projected overspend on packages of £259k		
OPPD - Care Management South	7,829	7,839	-39	-29	10,438	193	-39	154	1%	amber	High		Pay on budget, projected overspend on packages of £228k		
LD & MH Management	64	177	3	116	85	185		185	218%	red	Low		Efficiency shortfall of £250k re direct services restructure forecast here - partial achievement shown under LD Direct Services below. Projected underspends of £37k on pay due to vacancies & £28k on non-pay		
Under 65 Mental Health Packages	356	284		-72	474	-26		-26	-5%	green			Under spend on packages		
Learning Disabilities - Assessment and Care Mgmt	8,476	8,396	0	-80	11,301	817	-216	601	5%	amber	High		Projected shortfall of £436k OLA income (budget build error), projected underspend of £17k on pay due to vacancies, projected overspend before reserves on care packages of £272k, projected overspend on Supported Living schemes of £18k		
Learning Disabilities - Direct Services	2,854	2,838	-243	-159	3,805	257	-319	-62	-2%	green	Low		Forecast underspend on pay of £192k, £309k pressure from withdrawal of Supporting People grant met almost in full from reserve, projected overspend on non-pay of £140k		
Sheltered Employment	-20	27		47	-27	80	-3	77	-285%	amber	Low		Full year efficiency on LuDun not achieved due to closure date being in year & one-off security costs, £53k shortfall on Workshop income		
Emergency Duty Team	89	108		19	119	42		42	35%	red	Medium		£30k projected shortfall in income from other local authorities plus £16k projected overspend on pay		
BUPA	4,895	4,721		-174	6,526	-348		-348	-5%	green	Medium		Projected underspends on the block contract £150k (no provider price uplift paid) and on cross-boundary placements £217k		

Appendix A

	Cumulative to Date					Year					Risk	RAG	Activity level Medium/High risk budgets (COMMENTARY)	
	Budget	Actual	Use of reserves	Variance after reserves	Approved Budget	Forecast Outturn	Forecast Variance	Proposed use of Earmarked reserves	Forecast Variance after use of earmarked reserves.	Forecast % of Budget				
Commissioning	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000				
	3,656	3,478	-82	-178	4,875	4,547	-328	-384	-712	-15%	amber			
Asst Director Commissioning	-180	114	294		-240	375	615		615	-256%	amber	Overspend on pay due to use of interims £73k. EA25 efficiency target balance of saving of £333k re special and specific grants held here and forecast to be achieved below in Contracts. LD Transfer and in Personalisation, Forecast one-off project costs of £210k		
Contracts	2,999	3,221	223		3,998	3,144	-854		-854	-21%	amber	Section 75 Mental Health with SEPT projected underspend of £324k, mental health contracts £96k under spend, Telecare income from charges shortfall of £168k - offset by NHS Grant of £628k		
LD Transfer	-79	-953	-874		-105	-685	-580		-580	552%	amber	Government grants exceeds expenditure commitments		
Bedfordshire Drug Action Team	62	58	-4		82	82	0		0	0%	green	Substance Misuse packages forecast on budget		
Personalisation	434	459	26		578	658	80		80	14%	red	Forecast over spend on Carers - Voucher scheme £43k, overspend on Parnerships Team of £41k		
Commissioning	422	579	157		562	973	411		27	5%	amber	Forecast over spend of £384k on Campus Closure revenue offset by reserve		
Business and Performance	-5,221	-5,542	-279	-600	-6,961	-7,198	-237	-320	-557	8%	green			
Asst Director Business & Performance	145	404	-279		193	537	344		24	12%	red	Forecast under spend of £56k on grants to vol orgs contribution towards EA25 Special and Specific Grants (efficiency) offset by projected overspend on pay of £25k due to unachieved efficiency on PA/admin support		
Business Systems	713	690	-23		950	978	28		28	3%	amber	Forecast over spend on pay		
Business Infrastructure	505	438	-67		673	690	17		17	3%	amber	Forecast over spend on Business Infrastructure pay and non-pay, year-to-date under spend relates to training budget		
Customer Contributions	-6,583	-7,074	-491		-8,777	-9,403	-626		-626	7%	green	Financially assessed income exceeding target for residential and nursing care placements		
Sub-total Social Care, Health and Housing General Fund	40,662	41,354	-675	692	55,721	56,307	586	-841	-255	-0.46%	green			
Housing Services (HRA)	-15	-125	0	-110	-20	0	20	-20	0	0%	green			
Head of Housing Services (HRA)	-4,883	-4,832	51		-6,511	-6,611	-100		100	0%	green	Low		
Housing Management (HRA)	1,142	1,267	125		1,523	1,866	343		-343	0%	green	Low		
Asset Management (HRA)	3,456	3,234	-222		4,608	4,398	-210		210	0%	green	Medium		
Prevention, Options & Inclusion (HRA)	270	206	-64		360	347	-13		13	0%	green	Medium		
Total Social Care Health and Housing	40,647	41,229	-675	582	55,701	56,307	606	-861	-255	-0.46%	green			

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APPENDIX B

Commentary for EIG Report - to explain latest forecast, key risks, any variances and compensatory savings to plug shortfall:

Social Care, Health & Housing - the SCHH efficiency target for 2011/12 is £4.694M (including Cross Cutting efficiencies – Procurement £0.019M, Income Review – Telecare £0.192M and Passenger Transport Review £0.020M).

All efficiency workstreams are being actively managed. The major risk areas are identified as follows:-

1. EA51 - The reduction in usage of residential and nursing care is now expected to deliver £1.176M vs target £1.4m.
2. EA38 - Closure of LuDun did not occur until the end of May; as such running costs of £30k have been experienced including pay in lieu of notice to employees.
3. EA40 Direct Services streamlining of domiciliary care and A&R services; a shortfall of £0.179m is forecast
3. Telecare income – the income target of £0.192m will not be achieved in the current year as charging will not be introduced until half way through the year and is forecasting to generate £0.024M in 2011/12.

Compensatory initiatives have been identified to mitigate for the current shortfall.

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Appendix C

Earmarked Reserves - December 2011/12

Description	Opening Balance 2011/12	Increase in reserves	Spend against reserves	Release of reserves	Proposed Closing Balance 2011/12
	£000	£000	£000	£000	£000
Social Care Health and Housing Reserves					
Social Care Reform Grant	415		335		80
Deregistration of Care Homes	583		216		367
LD Campus Closure	744		384		360
Supporting People	305		305		0
Reablement	222				222
Winter Pressure	348				348
Disabled Facilities Grant revenue funding	0	475	0		475
	2,617	475	1,240	0	1,852
Housing Revenue Account Reserves					
HRA	3,743		195		3,548
Business Process Re-engineering	46		46		0
Major Repairs (HRA)	200				200
	3,989	0	241	0	3,748
GRAND TOTAL	6,606	475	1,481	0	5,600

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Meeting: Social Care, Health & Housing Overview & Scrutiny Committee
Date: 12 April 2012
Subject: Quarter Three Performance Report
Report of: Cllr Mrs Carole Hegley, Executive Member for Social Care, Health and Housing
Summary: The report highlights the performance for the Social Care, Health and Housing directorate for Quarter 3 of 2011/12

Advising Officer: Julie Ogley , Director of Social Care, Health & Housing
Contact Officer: Althea Mitcham, Head of Business Infrastructure
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

1. The quarterly performance report underpins the delivery of the Council's priorities, more specifically in the areas of 'supporting and caring for and ageing population and those who are most vulnerable; keeping our communities safe' and 'promoting health and reducing health inequalities.

Financial:

2. There are no direct financial implications.

Legal:

3. There are no direct legal implications.

Risk Management:

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

Staffing (including Trades Unions):

5. There are no direct staffing implications.

Equalities/Human Rights:

6. 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.
7. 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.

Public Health

8. The report highlights performance against a range of Adult Social Care indicators that are currently in the corporate indicator set. The indicator set will change in the future when aspects of Public Health transfers to Council responsibility.

Community Safety:

9. There are no direct community safety implications. Safeguarding of Vulnerable Adults (SOVA) investigations completed within 35 days is reported.

Sustainability:

10. There are no direct sustainability implications. The number of households living in temporary accommodation and the percentage of non decent homes are reported.

Procurement:

11. There are no direct procurement implications.

RECOMMENDATION:

That the Social Care, Health and Housing Overview and Scrutiny Committee notes and considers this report.

Introduction

12. The Council's framework for performance management supports the delivery of the Council's priorities.
13. The directorate continues to perform well across a wide range of services although this does not come without its challenges.

14. The Directorate continues to perform well in the provision of temporary accommodation with both indicators, SCHH7 and SCHH8, scored at green for quarter three. The Council continues to effectively manage the number of households living in temporary accommodation despite increasing pressure on the service, achieving this through a combination of homelessness prevention activity and ensuring that permanent accommodation is found in a timely manner.
15. The performance of the percentage of non-decent homes remains constant at 0.6% at the end of quarter three. The properties affected have all been scheduled into a work programme and work is due to be completed by the end of March 2012. (SCHH9)
16. Within Adult Social Care, there has been a continued increase in the percentage of clients receiving self directed support in this quarter. At 40% it is significantly up on the 30.42% at the end of 2010/11. As the target of 60% is challenging it means that this indicator has to be scored as Red, (SCHH2). Additional resources have been secured to assist with the annual reviews which will also help to improve performance on this measure.
17. The number of clients receiving a review increased slightly this quarter to 72.90%. Pressure on the staff capacity relating to Safeguarding of Vulnerable Adults (SOVA) work has limited the level of improvement, however, additional resources have been secured to assist with these reviews which will lead to further improvement, (SCHH6).
18. Performance of the percentage of carers receiving a needs assessment or review and a specific carer's service or advice, fell slightly this quarter from 30.4% to 29.1%, (SCHH3). It is anticipated that the additional resources secured to undertake annual reviews will also assist improved performance.
19. The percentage of SOVA investigations completed within 35 days, (SCHH4), fell in quarter three down from 69.0% to 55.8%. This performance reflects both the increase in the number of referrals received as well as the time taken to complete complex cases requiring interventions involving other agencies, as the overall time taken adversely affects this measure. Longstanding investigations continue to be reviewed on a regular basis, to ensure that the necessary actions are being taken and where appropriate cases are closed.

Director's Summary

20. Performance in relation to Adult Social Care still continues to be challenging. The management action outlined in the quarter two report has started to have a positive impact on performance. Whilst still below target, there has been improvement in reported performance for both self-directed support (SCHH 2) and reviews (SCHH 6). Additional resources have been secured to assist with the annual reviews, which will also help to improve performance on these two measures, as well as the performance on carers' assessments (SCHH 3).

21. Unfortunately performance in relation to safeguarding (SCHH 4) has decreased in this quarter and is due to an increase in the number of safeguarding referrals received. As previously reported 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.
22. Performance in Housing continues to be strong with the number of households in temporary accommodation (SCHH 7) continuing to fall, despite the current pressures on the service. Whilst the RAG score for decent homes (SCHH 9) has been scored as Amber, as there has been no change in the number of properties considered non-decent from quarter 2. Works to these properties are scheduled to be completed by the end of the financial year.

Appendices:

Appendix A – (Quarter 2 Performance Indicators)

Background papers and their location: None

Performance Report Appendix A Quarter 3 2011/12		
Ref	Indicator	Performance Judgement
Social Care, Health and Housing		
SCHH 1	People supported to live independently (NI136)	↑ Not scored
SCHH 2	Clients receiving self directed support (NI 130)	↑
SCHH 3	Carers receiving needs assessment or review and a specific service or advice and information (NI 135)	↓
SCHH 4	SOVA investigations completed within 35 days	↓
SCHH 5	Achieving independence for older people through rehabilitation / intermediate care (NI 125) (Annual)	Annual Qu4 ↑
SCHH 6	Clients receiving a review (D 40)	↑
SCHH 7	Number of Households living in temporary accommodation (NI 156a)	↑
SCHH 8	Number of Households living in temporary accommodation (Households with dependants / pregnant) (NI 156b)	↓
SCHH 9	Percentage of non decent homes (Council stock) (NI 158)	↓

Report comparison - Depends on the nature of the Indicator		Performance Judgement	
Seasonal	Quarter on quarter	Annual	
Compared to the same time in the previous year	Compared to the previous quarter	Compared to one fixed point in the previous year	
↓	↔	↑	
Performance is reducing	Performance remains unchanged	Performance is improving	
R	A	G	
RED - target missed / off target - Performance at least 10% below the required level of improvement	AMBER - target missed / off target - Performance less than 10% below the required level of improvement	GREEN - Target achieved or performance on track to achieve target	
RAG score (Standard scoring rules unless the indicator specifies alternative scoring arrangements)			

SCHH 1 People supported to live independently (NI 136)																
Unit	Good is	2009/10 Outturn	2010/11				2011/12				Latest comparator group average	3,568 CIPFA 2009/10	Report comparison	Quarter on Quarter	Performance Judgement	Not scored
			Target (Outturn)	Qu 1	Qu 2	Qu 3	Qu 4	Outturn	Target (Outturn)	Qu 1						
Number of people per 100,000 population	High	3,435	4,295	3,668	3,809.4	3,328	3,042.6	3,042.6	3,042.6	3,042.6	No target set	3,033.7	3,015.3	2,920.7		

Comment: Performance remains relatively static for this measure and is a reflection on the success of the Reablement programme, where after a period of intensive support, an individual is able to live independently without social care support.

SCHH 2 Clients receiving self directed support (NI 130)																
Unit	Good is	2009/10 Outturn	2010/11				2011/12				Latest comparator group average	29,8 CIPFA 2010/11	Report comparison	Quarter on Quarter	Performance Judgement	
			Target (Outturn)	Qu 1	Qu 2	Qu 3	Qu 4	Outturn	Target (Outturn)	Qu 1						Qu 2
%	High	14.40	30.0	15.91	15.80	23.60	30.42	30.42	30.42	30.42	60.0	32.20	35.3	40.0		R

Comment: A challenging national target has been set for this indicator. The management action outlined in the last report, to re-profile the target and proactively manage the performance and productivity of staff has been put in place and is started to be reflected in the outturn for quarter three.

Whilst new customers are receiving self-directed support, through personal budgets/direct payments, at the end of the Reablement process, the challenge is to convert existing customers from traditional packages through to self-directed support. This process forms part of the annual review of the person's care package. Additional resources have been secured to assist with the annual reviews, which along with the management action will have a positive impact on this measure, in the final quarter.

Whilst it is likely that the target of 60% will not be achieved by the end of quarter four, current performance is high compared to other local authorities and continues to build on this as historic cases are reviewed.

SCHH 3 Carers receiving needs assessment or review and a specific carer's service or advice and information (NI 135)																
Unit	Good is	2009/10 Outturn	2010/11				2011/12				Latest comparator group average	23,8 CIPFA 2010/11	Report comparison	Quarter on Quarter	Performance Judgement	
			Target (Outturn)	Qu 1	Qu 2	Qu 3	Qu 4	Outturn	Target (Outturn)	Qu 1						Qu 2
%	High	23.90	30.0	22.21	18.90	21.40	31.39	31.39	31.39	31.39	40.0	31.40	30.4	29.1		R

Comment: As previously reported, this indicator is heavily dependent upon sustained activity on reviews and has been affected by a dip in performance. The additional resources secured to assist with the annual reviews, will have a positive impact on the measure, but SOVA work continues to increase pressures on the teams.

SCHH 4 SOVA investigations completed within 35 days																
Unit	Good is	%	2010/11				2011/12				Latest comparator group average	Report comparison	Quarter on Quarter	Performance Judgement	↕	R
			Outturn	Target (Outturn)	Qu 1	Qu 2	Qu 3	Qu 4	Outturn							
			59.0	80.0	67.2	69.0	55.8									
<p>Comment: This is a locally set measure, and the target of 35 days is in line with good practise. Unfortunately, performance has dropped during this quarter as a result of an increase in the number of referrals received., impacting on the time taken to complete the investigation. 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. 38 out of 86 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.</p> <p>New, more sophisticated performance measures are under consideration for 2012/13, as an alternative to the 35 days threshold.</p>																

SCHH 5 Achieving independence for older people through rehabilitation / intermediate care (NI 125)																	
Unit	Good is	%	2009/10		2010/11		2011/12				Latest comparator group average	82.3 CIPFA 2010/11	Report comparison	Annual	Performance Judgement	Not scored	Not scored
			Outturn	50.30	Target	No target set	79.59	Target	Outturn	Outturn							
<p>Comment: Annual return</p>																	

SCHH 6 Clients receiving a review (D40)																				
Unit	Good is	%	2009/10				2010/11				2011/12				Latest comparator group average	Report comparison	Quarter on quarter	Performance Judgement	↕	R
			Outturn	76.2	80	-	73.40	71.90	73.80	73.80	73.80	73.80	80	Target (Outturn)						
<p>Comment: As reported above, SOVA work continues to increase pressures on the teams and reviewing activity has suffered accordingly. However, additional resources secured to assist with reviews will have a significant impact on this performance, together with the management action to pro-actively manage the performance and productivity of staff.</p>																				

SCHH 7 Number of households living in temporary accommodation (NI 156a)																
Unit	Good is	Low	Number	2010/11				2011/12				Latest comparator group average	107 CIPFA 2009/10	Report comparison	Quarter on quarter	Performance Judgement
				Target (Outturn)	Qu 1	Qu 2	Qu 3	Qu 4	Outturn	Target (Outturn)	Qu 1					
			32	47	26	39	37	37	37	37	43	35	33	28		G

Comment: The number of households in temporary accommodation continues to fall, in a time of increasing pressure. The focus is on homelessness prevention activity and ensuring households move into permanent accommodation, through the CBL scheme, in a timely fashion.

SCHH 8 Number of households living in temporary accommodation (Households with dependents / pregnant) (NI 156b)																
Unit	Good is	Low	Number	2010/11				2011/12				Latest comparator group average	Report comparison	Quarter on quarter	Performance Judgement	
				Target (Outturn)	Qu 1	Qu 2	Qu 3	Qu 4	Outturn	Target (Outturn)	Qu 1					Qu 2
			22	30	18	32	26	32	32	32	35	23	20	21		G

Comment: The number of households in temporary accommodation continues to fall, in a time of increasing pressure. The focus is on homelessness prevention activity and ensuring households move into permanent accommodation, through the CBL scheme, in a timely fashion.

SCHH 9 Percentage of non decent homes (Council stock)																
Unit	Good is	Low	%	2010/11				2011/12				Latest comparator group average	17.6 CIPFA 2009/10	Report comparison	Annual (Quarter 4)	Performance Judgement
				Target (Outturn)	Qu 1	Qu 2	Qu 3	Qu 4	Outturn	Target (Outturn)	Qu 1					
			0.6	0	4.70	1.60	0	0	0	0	0	0.7	0.6	0.6		A

Comment: Whilst there has been no change in the percentage of homes that are non-decent, the properties have been scheduled into the Decent Homes contract and all works are scheduled to be completed by the end of March 2012.

Meeting: Social Care Health and Housing Overview & Scrutiny Committee
Date: 12 April 2012
Subject: Work Programme 2012/2013 & Executive Forward Plan
Report of: Richard Carr, Chief Executive
Summary: The report provides Members with details of the current Committee work programme and the latest Executive Forward Plan.

Contact Officer: Jonathon Partridge, Scrutiny Policy Adviser (0300 300 4634)
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

The work programme of the Social Care Health and Housing Overview & Scrutiny Committee will contribute indirectly to all 5 Council priorities.

Financial:

n/a

Legal:

n/a

Risk Management:

n/a

Staffing (including Trades Unions):

n/a

Equalities/Human Rights:

n/a

Community Safety:

n/a

Sustainability:

n/a

RECOMMENDATION(S):

1. that the **Social Care Health and Housing Overview & Scrutiny Committee**
 - (a) considers and approves the draft work programme attached, subject to any further amendments it may wish to make;
 - (b) considers the **Executive Forward Plan**; and
 - (c) considers whether it wishes to add any further items to the work programme and/or establish any **Task Forces** to assist it in reviewing specific items.

Work Programme

1. Attached at **Appendix A** is the current work programme for the Committee. The Committee is requested to consider the programme and amend or add to it as necessary. This will allow officers to plan accordingly but will not preclude further items being added during the course of the year if Members so wish and capacity exists.
2. Also attached at **Appendix B** is the latest version of the Executive's Forward Plan so that Overview & Scrutiny Members are fully aware of the key issues Executive Members will be taking decisions upon in the coming months. Those items relating specifically to this Committee's terms of reference are shaded in grey.

Task Forces

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

Conclusion

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

Appendices:

Appendix A – Social Care Health and Housing OSC Work Programme
Appendix B – The latest Executive Forward Plan.

Background Papers: (open to public inspection)
None

Location of papers: Priory House, Chicksands

Appendix A

Work Programme for Social Care, Health and Housing Overview & Scrutiny Committee 2012 - 2013

Ref	Indicative Overview & Scrutiny Meeting Date	Report Title	Report Description	Comment
1.	18 June 2012	<p>Improving the experience of people leaving hospital through more effective practice and partnerships</p> <p>Contact(s): Stuart Rees, Assistant Director, Adult Social Care/Pauline Phillips, Chief Executive, Luton and Dunstable Hospital</p>	To receive a report highlighting feedback from the Care Quality Commission in hospital discharges and progress in relation to improving outcomes for cancer patients.	For information and to request approval for the formation of a Member Working Group to improve the quality of Hospital Discharges
2.	18 June 2012	<p>Joint Strategic Needs Assessment</p> <p>Contact: Celia Shohet, Assistant Director for Public Health</p>	To receive the updated Joint Strategic needs Assessment to provide context about health and well-being priorities	For information
3.	18 June 2012	<p>Local Lettings Policy to allocate affordable housing to Rural Exception Sites in Central Bedfordshire</p> <p>Contact(s): Hamid Khan, Head of Housing Needs & Tony Keaveney, Assistant Director of Housing Services</p>	The policy has been subject to a 12 week consultation, the Committee will receive the results of the consultation to decide future allocations to rural exception sites	For comment

NOT PROTECTED

Note: an item on the Committee's work programme and updates from LINK and the Executive Member will be received at each meeting

Last Update: 23 March 2012

Ref	Indicative Overview & Scrutiny Meeting Date	Report Title	Report Description	Comment
4.	18 June 2012	Urgent Care – developments around Poplars and Greenacres Contact: Simon Wood, Director of Commissioning Support for NHS Bedfordshire and Luton and Julie Ogley, Director Social Care, Health and Housing	To advise Members of the work that has taken place to improve urgent care through the use of facilities at The Poplars and Greenacres.	For information
5.	18 June 2012	Clinical Commissioning Group Strategy Contact: Diane Gray, Assigned Director of Strategy and System Redesign, BCCG and Consultant in Public Health, NHS Bedfordshire	To receive an update on the Clinical Commissioning Group strategy, strategic direction of travel and structure.	For information.
6.	18 June 2012	The Social Care Market in Central Bedfordshire Contact(s): Elizabeth Saunders, Assistant Director Commissioning	To receive a report outlining the current Adult Social Care market in Central Bedfordshire and plans for its development.	For information
7.	18 June 2012	Outcome of review of options for Crescent Court. Contact(s): Sue Marsh, Housing Needs consultant	To receive a report on the outcome of investigations into options available for Crescent Court sheltered housing scheme.	For information and comment. To Executive in August.
8.	18 June 2012	Private Sector Housing Renewal Policy Contact(s): Nick Costin, Head of Service Private Sector Housing	To recommend a revised Renewal Policy following a period of consultation.	For comment

NOT PROTECTED

Note: an item on the Committee's work programme and updates from LINK and the Executive Member will be received at each meeting

Last Update: 23 March 2012

Ref	Indicative Overview & Scrutiny Meeting Date	Report Title	Report Description	Comment
9.	30 July 2012	Telecare Contact(s): Tim Hoyle, Head of Business Systems	Update on the implications of charging for the Telecare Service.	For information
10.	30 July 2012	Q4 Budget Monitoring Report Contact(s): Nick Murley, Assistant Director, Business and Performance	To receive both the Q4 capital and revenue budget positions for the Social Care Health and Housing Directorate	Executive: 03 July 2012 Reporting by exception
11.	30 July 2012	Q4 Performance Monitoring Report Contact(s): Nick Murley, Assistant Director, Business and Performance	To receive the Q4 performance position for the Social Care Health and Housing Directorate.	Executive: 03 July 2012 Reporting by exception
12.	10 September 2012	Continuing Healthcare Contact(s): Stuart Rees, Assistant Director, Adult Social Care	Update on action plan	To review progress made on the action plan.
13.	10 September 2012	NHS 111 care number Update Contact: Nigel Gausden, Project Manager, NHS Beds, Mark Meakins, External 111 Consultant, NHS Beds.	To provide Members with an update on the NHS 111 service and progress on the directory of services.	For information
14.	10 September 2012	Q1 Budget Monitoring Report Contact(s): Nick Murley, Assistant Director, Business and Performance	To receive both the Q1 capital and revenue budget positions for the Social Care Health and Housing Directorate	Executive: 21 August 2012 Reporting by exception

NOT PROTECTED

Note: an item on the Committee's work programme and updates from LINK and the Executive Member will be received at each meeting

Last Update: 23 March 2012

Ref	Indicative Overview & Scrutiny Meeting Date	Report Title	Report Description	Comment
15.	10 September 2012	Q1 Performance Monitoring Report Contact(s): Nick Murley, Assistant Director, Business and Performance	To receive the Q1 performance position for the Social Care Health and Housing Directorate.	Executive: 21 August 2012 Reporting by exception
16.	22 October 2012	TBC		
17.	17 December 2012	Q2 Budget Monitoring Report Contact(s): Nick Murley, Assistant Director, Business and Performance	To receive both the Q2 capital and revenue budget positions for the Social Care Health and Housing Directorate	Executive: 04 December 2012 Reporting by exception
18.	17 December 2012	Q2 Performance Monitoring Report Contact(s): Nick Murley, Assistant Director, Business and Performance	To receive the Q2 performance position for the Social Care Health and Housing Directorate.	Executive: 04 December 2012 Reporting by exception
19.	21 January 2013	TBC		
20.	04 March 2013	TBC		
21.	29 April 2013	Q3 Budget Monitoring Report Contact(s): Nick Murley, Assistant Director, Business and Performance	To receive both the Q3 capital and revenue budget positions for the Social Care Health and Housing Directorate	Executive: 19 March 2013 Reporting by exception
22.	29 April 2013	Q3 Performance Monitoring Report Contact(s): Nick Murley, Assistant Director, Business and Performance	To receive the Q3 performance position for the Social Care Health and Housing Directorate.	Executive: 19 March 2013 Reporting by exception

NOT PROTECTED

Note: an item on the Committee's work programme and updates from LINK and the Executive Member will be received at each meeting

Last Update: 23 March 2012

**Central Bedfordshire Council
Forward Plan of Key Decisions
1 April 2012 to 31 March 2013**

- 1) During the period from **1 April 2012 to 31 March 2013**, 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 May 2012	3 May 2012
3 July 2012	21 June 2012
21 August 2012	9 August 2012
2 October 2012	20 September 2012
6 November 2012	25 October 2012
4 December 2012	22 November 2012
8 January 2013	20 December 2012
5 February 2013	24 January 2013
19 March 2013	7 March 2013
7 May 2013	25 April 2013
25 June 2013	13 June 2013

Central Bedfordshire Council

Forward Plan of Key Decisions for the period 1 April 2012 to 31 March 2013

Key Decisions

Date of Publication: 15 March 2012

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.	Determination of Statutory Proposals to Extend the Age Range at certain Lower Schools in Houghton Regis -	Determination of statutory proposals to extend the age range of Hawthorn Park Lower, Thornhill Lower, Tithe Farm Lower and Thomas Whitehead Church of England Lower School in Houghton Regis from 3 - 9 years to 3-11 years.	16 April 2012	From 20 February these proposals were published in each of the 4 schools concerned; appeared within the local press; on display at Houghton Regis Town Council; Houghton Regis Library; and Watling House, Dunstable. The 4 x lower schools have also been directed to provide a copy of their Statutory Notice to all parents/carers and to provide a copy of both their Statutory Notice and their Full Proposal to their Governors. Hard copies have been sent to the local MP; Local Diocese Representatives; Director of Children's Services, Luton Borough Council; School Organisation Unit of the DfE; Head teachers of all CBC schools and academies and CBC Members. Statutory consultation period will be 20 February to 2 April 2012.	Report on the outcome of the statutory consultation and any responses received to the proposals	Executive Member for Children's Services Comments by 19/03/12 to Contact Officer: Pete Dudley, Assistant Director Children's Services (Learning & Strategic Commissioning) Email: pete.dudley@centralbedfordshire.gov.uk Tel: 0300 300 4203

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)
2.	Medium Term Plan and Priorities -	To recommend to Council the Medium Term Plan and Priorities.	15 May 2012	To be considered by the Overview and Scrutiny Committees and Central Bedfordshire Together in April 2012.	Medium Term Plan and Priorities	Chairman of the Executive and Leader of the Council, Deputy Leader and Executive Member for Corporate Resources Comments by 18/04/12 to Contact Officer: Alan Fleming, Project Director Email: alan.fleming@centralbedfordshire.gov.uk Tel: 0300 300 6968
3.	Brewers Hill Road Sites, Dunstable Regeneration -	To adopt/endorse the plans for the Brewers Hill Road sites as a Supplementary Planning Document or endorsement as Interim Technical Guidance for Development Management Purposes.	15 May 2012	Statutory consultation procedure to be carried out in January/February 2012 using exhibitions, meetings, presentations and questionnaires.	Brewers Hill Road sites, Dunstable Planning and Development Brief	Deputy Leader and Executive Member for Corporate Resources and Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 14/04/12 to Contact Officer: Peter Burt, MRICS, Head of Property Assets 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)
4.	Minerals and Waste Core Strategy -	To agree the recommended changes to the Minerals and Waste Core Strategy before submission to the Secretary of State.	15 May 2012	<ol style="list-style-type: none"> 1. All Parish and Town Councils were notified by letter or email. 2. Individuals who had expressed an interest from previous consultations were notified by email or by letter. 3. Adjacent Parish, Town, District and County Councils were notified by email or by letter. 	Report of the results of consultation on soundness of the Minerals and Waste Core Strategy (Plan for Submission) Appendix summarising representations received, and recommended changes to the Minerals and Waste Core Strategy.	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 14/04/12 to Contact Officer: Lester Hannington, Principal Minerals and Waste Planning Officer Email: lester.hannington@centralbedfordshire.gov.uk Tel: 0300 300 6219
5.	The Approach to Central Bedfordshire Council Parking -	To consider how Central Bedfordshire Council manage parking across the district, recognising the needs of shoppers businesses, residents and new developments.	3 July 2012	The Strategy has been through a full public consultation before coming back to the Executive for approval.	Report	Executive Member for Sustainable Communities - Services Comments by 02/06/12 to Contact Officer: Basil Jackson, Assistant Director Highways & Transport Email: basil.jackson@centralbedfordshire.gov.uk Tel: 0300 300 6171

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
6.	Development Brief for Site Allocations Policy MA5 - Land East of Biggleswade Road, Potton -	To adopt the Development Brief for Site Allocations Policy MA5 - land east of Biggleswade Road, Potton as technical guidance for development management purposes.	3 July 2012	<p>November 2011 – A Stakeholder Group comprising ward Members, Town Councillors, residents, local interest groups and developers has been established whose purpose is to inform the emerging Development Brief. In accordance with the signed Planning Performance Agreement, consultation will take place:-</p> <p>April 2012 – The Development Brief will require sign off by Director/Portfolio Holder in order to commence consultation. Members will also be notified.</p> <p>April/May 2012 – A four week public consultation exercise will be carried out that will include a public exhibition.</p> <p>June 2012 – A presentation on the Development Brief (together with consultation responses) will be given to the Sustainable Communities Overview and Scrutiny Committee seeking Members to endorse it before the Executive take a decision.</p>	Development Brief and Statement of Community Involvement	<p>Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 02/06/12 to Contact Officer: Mark Saccoccio, Local Planning and Housing Team Leader Email: mark.saccoccio@centralbedfordshire.gov.uk Tel: 0300 300 5510</p>

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
7.	Capital Investment for the Customer First Programme -	To approve the Capital Investment for the 'Construct and Implementation' phase of the Customer First Programme	3 July 2012		Full Business Case for the Channel Shift Programme	Deputy Leader and Executive Member for Corporate Resources Comments by 02/06/12 to Contact Officer: Trisha Chapman, Programme Manager Email: trisha.chapman@centralbedfordshire.gov.uk Tel: 0300 300 4657
8.	Stotfold Heritage -	To facilitate the creation of a new community and heritage attraction in Stotfold.	3 July 2012	A twelve week public consultation is proposed to gather the community response to this private investment proposal and invite alternative usage to be expressed.	Report Investors prospectus	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 02/06/12 to Contact Officer: Liz Wade, Assistant Director Economic Growth and Regeneration Email: liz.wade@centralbedfordshire.gov.uk Tel: 0300 300 6288
9.	Revenue and Capital Provisional Outturn 2011/12 -	To consider the revenue and capital provisional outturn for 2011/12.	3 July 2012		Reports	Deputy Leader and Executive Member for Corporate Resources Comments by 02/06/12 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 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)
10.	Announced Inspection of Safeguarding and Looked After Children's Services -	To consider the response to the Ofsted Inspection which took place between 20 February and 3 March 2012 and the improvement strategy.	21 August 2012	Key strategic partners and agencies involved in developing the action plan between 23 April and 25 May 2012.	Ofsted inspection report published 10 April 2012	Executive Member for Children's Services Comments by 20/07/12 to Contact Officer: Sylvia Gibson, Health & Special Projects Co-ordinator Email: sylvia.gibson@centralbedfordshire.gov.uk Tel: 0300 300 5522
11.	Local Lettings Policy to Rural Exception Sites in Central Bedfordshire -	To agree the Local Lettings Policy to allocate affordable housing to Rural Exception Sites in Central Bedfordshire.	21 August 2012		Report	Executive Member for Social Care, Health and Housing Comments by 20/07/12 to Contact Officer: Hamid Khan, Head of Housing Needs Email: hamid.khan@centralbedfordshire.gov.uk Tel: 0300 300 5369
12.	Revenue and Capital Quarter 1 Budget Monitor Reports -	To consider the quarter 1 revenue and capital budget monitor reports.	21 August 2012		Reports	Deputy Leader and Executive Member for Corporate Resources Comments by 20/07/12 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 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)
13.	Future of Crescent Court Sheltered Housing Scheme, Toddington -	To consider the results of the feasibility studies and consider a recommended way forward in relation to the development and the funding arrangements.	21 August 2012		Report	Executive Member for Social Care, Health and Housing Comments by 20/07/12 to Contact Officer: Sue Marsh, Housing Services Manager Email: sue.marsh@centralbedfordshire.gov.uk Tel: 0300 300 5662
14.	Determination of Statutory Proposals to Expand Shefford Lower, Fairfield Lower and the Leighton Buzzard Lower School -	Determination of statutory proposals to expand Shefford Lower, Fairfield Lower and the Leighton Buzzard Lower School as recommended to the Council's Executive on 27 March 2012 as the provider of lower school places on the new site known as Pratts Quarry.	21 August 2012	<ul style="list-style-type: none"> • The Local MP • Local Diocese Representatives • The Director of Children's Services, Luton Borough Council • The School Organisation Unit of the DfE • The Head teachers of all CBC schools and academies – via our publication 'Central Essentials' • All CBC ward members – via the CBC Members Information Bulletin <p>Statutory consultation period will be 11 June to 9 July.</p>	Report on the outcome of the statutory consultation on the proposals as originally reported to the Executive on 27 March 2012	Executive Member for Children's Services Comments by 20/07/12 to Contact Officer: Pete Dudley, Assistant Director Children's Services (Learning & Strategic Commissioning) Email: pete.dudley@centralbedfordshire.gov.uk Tel: 0300 300 4203

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)
15.	Statement of Community Involvement -	To adopt the Statement of Community Involvement.	2 October 2012	Statutory consultation carried out in May/June 2012. Member consideration through the Sustainable Communities Overview and Scrutiny Committee.	Statement of Community Involvement Report of Consultation Responses	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 01/09/12 to Contact Officer: Richard Fox, Head of Development Planning and Housing Strategy Email: richard.fox@centralbedfordshire.gov.uk Tel: 0300 300 4105
16.	Development Strategy -	The Development Strategy will set out the broad approach to new development across Central Bedfordshire to 2031, including new housing and employment targets and new large-scale development sites. The Executive will be requested to consider and agree the Central Bedfordshire Development Strategy for the purposes of Publication and subsequent Submission to the Secretary of State.)	6 November 2012	Consultation expected in May/June 2012, Member consideration through the Sustainable Communities Overview and Scrutiny Panel.	Draft Development Strategy (Pre-Submission version) Sustainability Appraisal Report of consultation and other technical/evidence reports	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 05/10/12 to Contact Officer: Richard Fox, Head of Development Planning and Housing Strategy Email: richard.fox@centralbedfordshire.gov.uk Tel: 0300 300 4105

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.	Outdoor Access Improvement Plan -	To endorse the Outdoor Access Improvement Plan.	6 November 2012	The Central Bedfordshire and Luton Local Access Forum has established a sub group input into the development of the plan this will be followed by a full 13 week public consultation with both stakeholder and public engagement activities during period.	Report	Executive Member for Sustainable Communities - Services Comments by 05/10/12 to Contact Officer: Paul Cook, Head of Transport Strategy and Countryside Access Email: paul.cook@centralbedfordshire.gov.uk Tel: 0300 300 6999
18.	Revenue and Capital Quarter 2 Budget Monitor Reports -	To consider the revenue and capital quarter 2 budget monitor reports.	4 December 2012		Reports	Deputy Leader and Executive Member for Corporate Resources Comments by 03/11/12 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147
19.	Community Safety Partnership Plan and Priorities 2013 - 2014 -	To recommend to Council to approve the Community Safety Partnership Plan and Priorities 2013 - 2014	8 January 2013	Strategic Assessment & Partnership Plan will be considered by the Community Safety Partnership Executive, the relevant Overview and Scrutiny Committee and the Local Strategic Partnership.	Strategic Assessment Priorities & Community Safety Partnership Plan 2013-2014	Executive Member for Sustainable Communities - Services Comments by 07/12/12 to Contact Officer: Joy Craven, CSP Manager Email: joy.craven@centralbedfordshire.gov.uk Tel: 0300 300 4649

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.	Revenue and Capital Quarter 3 Budget Monitor Reports -	To consider the revenue and capital quarter 3 budget monitor reports.	19 March 2013		Reports	Deputy Leader and Executive Member for Corporate Resources Comments by 18/02/13 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147

NON KEY DECISIONS

21.	Quarter 4 Performance Report -	To receive quarter 4 performance report.	3 July 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 02/06/12 to Contact Officer: Elaine Malarky, Head of Programmes & Performance Management Email: elaine.malarky@centralbedfordshire.gov.uk Tel: 0300 300 5517
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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 2012/13 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 2013 when the plan will be published on the fourteenth day:

Date of Publication	Period of Plan
13.04.12	1 May 2012 – 30 April 2013
15.05.12	1 June 2012 – 31 May 2013
15.06.12	1 July 2012 – 30 June 2013
13.07.12	1 August 2012 – 31 July 2013
15.08.12	1 September 2012 – 31 August 2013
14.09.12	1 October 2012 – 30 September 2013
15.10.12	1 November 2012 – 31 October 2013
15.11.12	1 December 2012 – 30 November 2013
14.12.12	1 January 2013 – 31 December 2013
15.01.13	1 February 2013 – 31 January 2014
14.02.13	1 March 2013 – 28 February 2014
15.03.13	1 April 2013 – 31 March 2014

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