

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



please ask for Bernard Carter

direct line 0300 300 4175

date 14 July 2011

NOTICE OF MEETING

CUSTOMER AND CENTRAL SERVICES OVERVIEW & SCRUTINY COMMITTEE

Date & Time

Monday, 25 July 2011 10.00 a.m.

Venue at

Room 15, Priory House, Monks Walk, Shefford

Richard Carr
Chief Executive

To: The Chairman and Members of the CUSTOMER AND CENTRAL SERVICES OVERVIEW & SCRUTINY COMMITTEE:

Cllrs P A Duckett (Chairman), I Dalgarno (Vice-Chairman), A D Brown, J A E Clarke, Mrs R J Drinkwater, Dr R Egan, R W Johnstone, J Murray and Miss A Sparrow

[Named Substitutes:

L Birt, Mrs C F Chapman MBE, K Janes, D Jones, J A G Saunders and I Shingler]

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 Customer and Central Services Overview and Scrutiny Committee held on 14 June 2011 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	Executive Member Update To receive a brief verbal update from the Deputy Leader and Executive Member for Corporate Services.	*
10	Quarter 4 Performance Monitoring 2010/11 To consider performance monitoring information for the last quarter of 2010/11	* 11 - 18
11	Quarter 4 Corporate Budget Monitoring Report 2010/11 To consider corporate budget monitoring information for the last quarter of 2010/11.	* 19 - 62
12	Quarter 4 Office of the Chief Executive Budget Monitoring Report 2010/11 To consider Office of the Chief Executive budget monitoring information for the last quarter of 2010/11.	* 63 - 78
13	Quarter 4 Customer and Shared Services Budget Monitoring Report 2010/11 To consider Customer & Shared Services Directorate budget monitoring information for the last quarter of 2010/11.	* 79 - 100
14	Community Engagement Strategy To receive and consider a refreshed Community Engagement Strategy.	* 101 - 132
15	2012/13 Budget Process & Timetable To receive a presentation outlining the process and timetable for budget setting 2012/13.	*
16	Sickness Absence Management To receive a presentation regarding the Council's	*

approach to managing sickness absence

- 17 **Work Programme 2011 - 2012 & Executive Forward Plan** * 133 - 152

The report provides Members with details of the currently drafted Committee work programme and the latest Executive Forward Plan.

MID BEDFORDSHIRE DISTRICT COUNCIL

At a meeting of the **CUSTOMER AND CENTRAL SERVICES OVERVIEW & SCRUTINY COMMITTEE** held in Room 15, Priory House, Monks Walk, Shefford on Tuesday, 14 June 2011.

PRESENT

Cllr P A Duckett (Chairman)
Cllr I Dalgarno (Vice-Chairman)

Cllrs J A E Clarke
Mrs R J Drinkwater
R W Johnstone

Cllrs J Murray
Miss A Sparrow

Apologies for Absence: Cllrs A D Brown
Dr R Egan

Substitutes: Cllrs L Birt
D Jones

Members in Attendance: Cllrs P N Aldis
D J Hopkin

M R Jones

Deputy Executive
Member for Corporate
Resources
Deputy Leader and
Executive Member for
Corporate Resources

Officers in Attendance: Mr J Atkinson – Head of Legal and Democratic
Services
Mr B Carter – Corporate Scrutiny & Research
Manager
Mr R Ellis – Director of Customer and Shared
Services
Mr P Fraser – Head of Partnerships &
Performance.
Mr A King – Head of Financial Strategy
Mr J Unsworth – Interim Assistant Director of
Finance

Others in Attendance

CCS/11/147 **Minutes**

RESOLVED

that the Minutes of the meeting of the Customer and Central Services Overview and Scrutiny Committee held on 21 March 2011 be confirmed and signed by the Chairman as a correct record.

CCS/11/148 Members' Interests

(a) **Personal Interests:-**

None.

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

None.

(c) **Any political whip in relation to any agenda item:-**

None.

CCS/11/149 Chairman's Announcements and Communications

The Chairman provided the Committee with an update on the work of the Shared Services Task Force, which last met on 20 April, when it considered the report of Internal Audit regarding the governance arrangements of the Council's shared services with Bedford Borough Council.

The Chairman confirmed that the Task Force would meet again in early August 2011 to receive and consider a progress report from management regarding implementation of Internal Audit's recommendations, and would report back the outcome to the September meeting of this Committee.

The Chairman also confirmed that due to Council elections and the subsequent Annual General Meeting, the Task Force now consisted of only 4 Members (from 9 originally), as follows:-

Cllr Jane Lawrence (Vice Chairman)
Cllr Nigel Aldis
Cllr Fiona Chapman
Cllr Roy Johnstone

The Committee agreed that the remaining Task Force Members should continue their work as outlined above and report back their findings to this Committee at its 5 September 2011 meeting.

CCS/11/150 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.

CCS/11/151 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.

CCS/11/152 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.

CCS/11/153 Requested Items

In accordance with Procedure Rule 3.1 of Part D2 of the Constitution, the Committee considered a request from Councillor N Aldis regarding the following issue:-

I would like to request that there be a review of the arrangements for this year's election from when the election was first announced to post results stage. I think there are a number of issues that need scrutiny:

- informing Agents about meetings
- ensuring nomination papers were properly completed
- the Count at Dunstable (including the payment of expenses/parking facilities for counting staff)
- Time taken for results to be announced
- the lack of a results information service
- notification of results to Towns & Parishes

Members debated the issue at length and agreed that the election process, and in particular the count, could have been managed more effectively. The Committee was therefore supportive of the request that a review be undertaken and were informed by the Director of Customer & Shared Services that such a review had already been commissioned by the Chief Executive, in his role as Returning Officer. The Director further confirmed that this review would incorporate the concerns raised by Cllr Aldis and would report its findings to the 5 August meeting of the General Purposes Committee (as the Committee with responsibility for all election matters).

Members were invited to submit any further concerns regarding the election process directly to John Atkinson, Head of Legal & Democratic Services and/or attend the General Purposes Committee to take part in consideration of the review report.

CCS/11/154 **Executive Member Update**

The Executive Member for Corporate Resources provided the Committee with an update on current activities pertaining to his portfolio, which covered the following issues:-

- Employees Terms & Conditions;
- The closure of year end accounts for 2010/11, which currently indicated a small surplus of circa £348k;
- The sale of surplus assets, including the achievement of targets for 2010/11;
- The Medium Term Accommodation Strategy;
- ICT and the move to a single network by June 2011;
- Legal Department Lexcel accreditation; and
- The integration of Customer Services into Jobcentre Plus offices in Biggleswade (the first Council in the country to deliver such innovative joint working), with firm plans to do the same in Dunstable and Leighton Buzzard.

CCS/11/155 **Community Engagement Strategy Update**

The Deputy Executive Member for Corporate Resources introduced his Community Engagement Strategy report, which set out the rationale, key drivers and timeline for a refresh of said strategy. This introduction was supplemented by a presentation on the matter from the Head of Partnership & Performance.

There followed debate amongst Members regarding the general principles driving the current strategy and progress made to date regarding its delivery. More specifically, Members raised the following key issues:-

- The need for further information regarding the achievement of key milestones in 2010/11;
- The need for any refreshed strategy to incorporate government drivers such as the localism agenda;
- Full support for the continuation of the Let's Talk Together initiative, albeit recognising the need to improve attendance by individual members of the public;
- The difficulty in empowering communities to do more for themselves;
- Individual Councillor budgets;
- A sense that Councillors still experienced a lack of a coordinated approach to the dissemination of information from each directorate; and
- A sense that Directorates still operated in silos with regard to community engagement and the need therefore to transform the current strategy into Council policy embraced by the whole organisation;

Following the debate, Members agreed that the current strategy did require review, which should be transforming in nature to ensure the refreshed document was forward looking, focussed on delivery and became Council policy across all directorates.

RECOMMENDATIONS:

- 1. That the Deputy Executive Member for Corporate Resources proceeds to draft a refreshed Community Engagement Strategy, ensuring that it was forward looking, focussed on delivery and capable of becoming Council policy across all directorates; and**
- 2. Submits this refreshed strategy to the 25 July 2011 Customer & Central Services Overview & Scrutiny Committee for comment prior to Executive consideration in August.**

CCS/11/156 Treasury Management Annual Report

The Executive Member for Corporate Resources introduced his report, which provided Members with an update on treasury management activity for the financial year 2010/11.

The Executive Member informed the Committee that in future, treasury management reports would be incorporated into the budget monitoring reports presented to the Committee on a quarterly basis. These combined reports would be much more succinct but supplemented by a presentation highlighting key facts and issues. The Committee was content with this approach.

Members were also content to endorse the contents of the report, which seemed to reflect a sensible approach to treasury management whilst at the same time delivering good performance in terms of the level of debt interest paid and investment interest realised, when benchmarked against other local authorities.

RECOMMENDATION:

That the report be noted.

CCS/11/157 Work Programme 2011 - 2012 & Executive Forward Plan

The Committee considered its current work programme and the latest Executive Forward Plan.

RESOLVED

That the Committee's Work Programme be noted.

(Note: The meeting commenced at 10.00 a.m. and concluded at 12.00 p.m.)

Chairman.....

Date.....

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Meeting: Customer and Central Services Overview and Scrutiny Committee
Date: 25 July 2011
Subject: Quarter 4 Performance Report
Report of: Cllr Maurice Jones, Deputy Leader and Executive Member for Corporate Resources
Summary: The report highlights the Quarter 4 performance for Customer & Shared Services Directorate and Corporate Health Indicators for the Council.

Advising Officer: Richard Carr, Chief Executive
Contact Officer: Ian Porter, Assistant Director, Strategy and Performance
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

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

Financial:

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

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

Legal:

None

Risk Management:

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

Staffing (including Trades Unions):

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

Equalities/Human Rights:

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

Community Safety:

None

Sustainability:

No direct implications.

RECOMMENDATIONS:

- 1. that the Overview and Scrutiny Committee notes the contents of the report, considering the Council's performance position and any associated actions that need to be take**

The following provides a brief summary highlighting key performance for Quarter 4. The tables attached as Appendix A provide the details for each indicator.

Customer & Shared Services

1. Council tax collection is a vital indicator for the Council and needs to be closely monitored given the likely impact of the challenging economic environment on many of our local residents. The outturn for 2010/11 of 97.60% is a 0.4% improvement on 2009/10 which is significant given the back logs of billing amendments that needed to be dealt with and demonstrates how good management decisions and actions are delivering improvement. The overall Council Tax debt has been reduced by £325,000 in 2010/11.
2. The Council's Customer Service Contact Centre had a target of resolving 80% of calls at first point of contact. The figures have been refreshed from those originally supplied, as analysis has revealed that the original figures included a significant number of switchboard type calls where the caller was merely asking to be transferred to a named individual within the council (hence no possibility of first point resolution). The Customer Contact Centre received just over 575,000 calls in 2010/11, of these 48% came through on the 'General Enquiries' line. Analysis of these 'General Enquiry' line calls revealed that 22% of these calls were where the caller was merely asking to be directed to a named member of staff. The refreshed figures show that 89.23% of calls were resolved at the first point of contact, demonstrating good performance by the Customer Contact Centre.

3. There has been a steady improvement during the year in the number of days taken to assess claims and changes in circumstance from 54 days in the first two quarters of the year to 26 days at the end of Quarter 4.

Corporate Health

4. Sickness absence across CBC has seen a decrease in Q4 (at 2.42 days per employee). This remains slightly lower than the same period last year (2.44 days per employee). It is important to note that in quarter 4, half of the sickness absence days lost, were accounted for by staff on long term sick leave. This is being managed through the Council's sickness absence policy.
5. Throughout the performance year, much attention was paid to the performance of this indicator and management action was focussed on reducing the levels of absence across the Council. The year to date sickness absence level was 9.07 days which was a slight decrease on the 2009/10 figure of 9.9 days.
6. Carlisle Managed Solutions provides temporary agency staff to the Council. This is being carefully monitored to understand where we may be able to reduce the requirements for this type of staff, given that they are generally more expensive than permanently employed staff. It is worth noting however, that the largest group of agency workers in the Council continue to be care workers, who fulfil a vital role in covering sickness absence in this service.
7. Undisputed invoices paid within 30 days (86.73%), has seen slightly improved performance against Quarters 2 - 3 but remains below the 90% target set for 2010/11. However, performance is up compared to 2009/10 (82.60%), and a concerted and proactive effort to clear these invoices is being pursued. The enforcement of 'No PO, No pay' is expected to see an increase in this performance for 2011/12.
8. The level of debt outstanding has reduced from £4.6 million in quarter 3 to less than £2.9 million in quarter 4: a significant achievement in the current economic climate. This has been achieved through sustained management action, which will be further enhanced when the fully automated debt reminder letter issuing system has been implemented at the end of June 2011.

Conclusion and Next Steps

9. The Committee considers any issue from this report that could form part of their work programme

Appendices:

Appendix A – Customer & Shared Services and Corporate Health Quarter 4 indicators

Background Papers: (open to public inspection) - None

Location of papers: Priory House

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Seasonal = Compared To The Same Time In The Previous Year
 Qtr on Qtr = Compared To Previous Qtr
 Annual = Compared To A Fixed Point In Previous Year

Indicators	Unit	Good is	Outturn 09/10	Quarter 1 Apr - Jun	Quarter 2 Jul - Sept	Quarter 3 Oct - Dec	Quarter 4 Jan - Mar	Trend Comparison	Outturn 10/11	Performance Judgement (Q compared with Q)	Target 10/11	Comments
The percentage of Council Tax due, collected	%	High	97.19%	28.79%	27.82%	27.86%	13.13%	Seasonal	97.60%	↑A	98.50%	<p>The outturn for 2010/11 of 97.60% is a 0.4% improvement on 2009/10 which is significant given the continued back logs of billing amendments still outstanding.</p> <p>There has been a reduction in the current year arrears of £325k when compared to 2009/10.</p> <p>In order to further improve performance in 2011/12 we will be "fast tracking" the Council Tax recovery of those customers who in 2010/11 we had to take court proceedings against. This will result in reminders and subsequent recovery action being taken more quickly against these customers in order to achieve a prompt payment.</p>
The percentage first point resolution by Customer Service Centre	%	High	76%	87.29%	89.53%	90.46%	89.64%	Qtr on Qtr	89.23%	G	80%	<p>The purpose of this indicator is to ensure that the Council's Customer Service Contact Centre works towards resolving 80% of calls at first point of contact. The figures have been refreshed from those originally supplied, as we have only just been in a position to carry out detailed analysis, which has revealed that the original figures included a significant number of switchboard type calls where the caller was merely asking to be transferred to a named individual within the council (hence no possibility of first point resolution). The Customer Contact Centre received just over 575,000 calls in 2010/11, of these 48% came through on the 'General Enquiries' line. Analysis of these 'General Enquiry' line calls revealed that 22% of these calls were where the caller was merely asking to be directed to a named member of staff. This demonstrates very good performance by the Customer Contact Centre.</p>
NI 181 - Time taken to process Housing Benefit, Council Tax, new claims and change events	No. Days	Low	29	54	54	37	26	Qtr on Qtr	26	↑G	29	<p>There has been a steady improvement in the number of days taken to assess claims and changes in circumstance during the year. The Council's actual caseload of claimants increased by 11.6% during 2010/11.</p>

Corporate Health - Finance

Seasonal = Compared To The Same Time In The Previous Year
Qtr on Qtr = Compared To Previous Qtr
Annual = Compared To A Fixed Point In Previous Year

Indicators	Unit	Good is	Outturn 09/10	Quarter 1 Apr-Jun	Quarter 2 Jul-Sept	Quarter 3 Oct-Dec	Quarter 4 Jan-Mar	Trend Comparison	Outturn 10/11	Performance (Q compared with Q)	Target 10/11	Comments
Invoices paid within 30 Days				88.00%	85.00%	85.28%	86.73%					
Adult Social Care, Health & Housing			86.00%	84.00%	92.41%	93.78%						
Children's Services	%	High	79.00%	81.00%	76.30%	81.05%	86.73%	Qtr on Qtr	86.73%	↕ A	90%	Council performance for February & March met the 90% target. Significant improvements have been made across all of the Council's directorates and Adult Social Care Health & Housing performance continued to meet the target. Some of this improvement may be due to 'end-of-year' efforts by staff. Slightly poorer performance in January (84%) brought the Q4 total down.
Sustainable Communities			84.00%	76.00%	82.35%	86.71%						
Customer & Shared Services			71.00%	71.00%	76.67%	84.47%						
Office of the Chief Executive			82.00%	65.00%	80.49%	93.18%						The enforcement of 'No PO No Pay' by the central Payments Team commenced on 1st March and this will reduce the number invoices which cannot be entered on SAP and therefore should improve payment performance.
Amount of debt outstanding - 61 - 90 days (£M)	No.	Low	NA	£1,442M	£,486M	£,889M	£,553M	Qtr on Qtr (When available)	£,553M	↕	-	Recent activity has primarily focused on the level of debt owed by Bedford Borough Council. This work has reduced the overall amount of debt owed to CBC by circa £2M. Other work being undertaken to manage debt is set out below: The reminder issuing process has been reviewed and as a result the following changes have been, or are being, implemented: (a) reduction in the number of reminder letters produced for individual customers from three to two that reduces the time taken to refer the debt for further action by debt collection agencies (b) reminder letters are now fully automated through the system which reduces the level of manual input required (c) reminder letters will be tailored by debt type and this will be implemented by June 2011
Amount of debt outstanding - 91 - 365 days (£M)	No.	Low	NA	£1,941M	£3,773M	£3,636M	£1,616M	Qtr on Qtr (When available)	£1,616M	↕	-	(d) The issue of County Court judgements letters has been re-introduced which will increase debt settlement levels. (e) Best practice guides have been circulated to officers within the authority and publicised through 'Be Inspired'. In addition, the Income Team are reviewing processes in respect of the recovery of debt and will initially focus on all individual items over £10K.
Amount of debt outstanding - over 1 year (£M)	No.	Low	NA	£,006M	£,144M	£,101M	£,693M	Qtr on Qtr (When available)	£,693M	↕	-	The Income Team will be working more closely with services to understand the debt situation and provide the correct information and support to facilitate debt recovery. This work will commence in June 2011.

Corporate Health - People

Seasonal = Compared To The Same Time In The Previous Year
Qtr on Qtr = Compared To Previous Qtr
Annual = Compared To A Fixed Point In Previous Year

Indicators	Unit	Good Is	Outturn 09/10	Quarter 1 Apr - Jun	Quarter 2 Jul - Sept	Quarter 3 Oct - Dec	Quarter 4 Jan - Mar	Trend Comparison	Outturn 10/11	Performance Judgement (Q compared with Q)	Target 10/11	Comments
Corporate sickness absence - average number of days lost per employee	No. Days (Av)	Low	9.9	1.8 (09/10 2.3)	2.13 (09/10 2.61)	2.72 (09/10 2.6)	2.42 (09/10 2.44)					
	Total			NA	NA	5,842	5,155 (2,617)					Total sickness absence of 9.07 days for 2010/11 is a small improvement from 2009/10 which was 9.9 days.
Total corporate sickness absence - number of days lost - (Total long term sickness absence in brackets) Breakdown below shows the number of days lost per employee by directorate	AV			2.92	3.30	3.18	2.68					HR resources continue to work with managers to help manage sickness absence, and Managers have been trained to use the Council's Sickness Absence policy which is a robust policy for dealing with sickness absence issues.
	Total			NA	NA	1,788	1,507 (626)	Seasonal	9.07		8.0	
Children's Services (long term sickness absence in brackets)	AV			1.26	1.41	2.86	2.68					
	Total	Low	NEW	NA	NA	1,459	1,406 (762)					Training has also been provided to those employees in all service areas who are responsible for completing E forms to provide accurate and timely reporting.
Sustainable Communities (long term sickness absence in brackets)	AV			1.51	1.85	2.30	2.14					
	Total			NA	NA	1,247	1,122 (626)					
Customer & Shared Services (long term sickness absence in brackets)	AV			1.37	1.61	2.35	2.17					
	Total			NA	NA	1,125	1,025 (556)					
Office of the Chief Executive (long term sickness absence in brackets)	AV			2.18	4.05	4.24	1.95					
	Total			NA	NA	222	95 (47)					
Total number of Carlisle Managed Solutions agency staff				207	191	182	192					This indicator presents a snap shot view of the numbers (FTE) of Carlisle Managed Solutions Staff working in the Council at the end of Quarter 4. The Year to Date figure is the number of Carlisle Managed Solutions Staff working in the Council averaged out throughout the year.
	Adult Social Care, Health & Housing			79.11	75.88	74.94	75.70					
	Children's Services			63.24	58.23	53.65	58.40		193 Quarterly average		NA	Progress against the CMS Improvement Plan to improve efficiency and to deliver increased value for money, will be reported to CMT.
	Sustainable Communities	No.	Low	11.21	11.40	11.75	11.40					A reduction of 15 FTE (7%) during 2010/11 was achieved. A number of measure have been but in place to attribute to this outcome involving contacting all managers that have a temp in place for over 3 month to request if perm recruitment is required, increased demand management protocols in high usage areas and closer monitoring of reason for hire.
	Customer & Shared Services			52.70	41.22	39.86	44.50					
	Office of the Chief Executive			0.91	3.97	1.40	1.80					

NEW = New Indicator
NA = Not available

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Meeting: Customer & Central Services Overview & Scrutiny Committee
Date: 25 July 2011
Subject: Provisional Outturn 2010/11
Report of: Deputy Leader and Executive Member for Corporate Resources
Summary: The report provides information on the Provisional Outturn for 2010/11, subject to audit.

Contact Officer: John Unsworth, Assistant Director Financial Services
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

Sound financial management contributes to the Council's value for money and enables the Council to successfully deliver its priorities. The recommendations will contribute indirectly to all 5 Council priorities

Financial:

The financial implications are set out in the report

Legal:

None

Risk Management:

None

Staffing (including Trades Unions):

Any staffing reductions as a result of compensatory efficiencies will be carried out in accordance with the Council's Managing Change Policy and in consultation with the Trades Unions.

Equalities/Human Rights:

Equality Impact Assessments were undertaken prior to the allocation of the 2010/11 budgets and each Directorate was advised of significant equality implications relating to their budget proposals.

Community Safety:

None

Sustainability:

None

RECOMMENDATION(S):

1. that the Committee

Notes and considers this report

Executive Summary

This report sets out the provisional financial outturn the Council for 2010/11.

The Council has faced significant increases in demand for many of its critical services this year including:

- a 7% increase in community based care packages for the 65+ age group;
- a 8% increase in numbers of children requiring social care interventions; and
- An 11% increase in demands on the benefits services as a consequence of recessionary pressures.

Central Bedfordshire has also suffered in year funding reductions of over £2.0M as a result of the new Coalition Government's Emergency Budget which has imposed additional pressures for 2010/11.

Consequently, it is good news that the Council has a revenue outturn position that is in surplus by £0.403M; in addition it has been able to achieve the planned contribution to General Fund balances of £1.5M. The General Fund now stands at £7.1M, on target to achieve a stronger level that reflects the Council's medium term financial plan.

The balance on the Council's Earmarked reserves has also been increased during the year by £1.5M after releasing £ 0.7M of reserves that are no longer required.

The capital outturn is an under-spend against budget of £9.161M due to a number of schemes being deferred until 2011/12.

1.INTRODUCTION AND KEY HIGHLIGHTS

- 1.1 This is the final budget management report to the Executive for 2010/11 before completion of the annual audit. It sets out the outturn against the approved budget.
- 1.2 This is a provisional outturn based on the closure of the accounts as at 31 March. Whilst the accounts remain subject to variation arising from the audit by the Audit Commission, these are not expected to give rise to any material changes. The Authority's draft Statutory Accounts were presented to the Audit Committee on 27 June 2011 and will be subject to Audit to be completed by the end of September.
- 1.3 This report shows an improvement in the revenue outturn position since December forecast of £2.357M to a **favourable £0.403M**. Main changes are:
- Release of earmarked reserves and provisions no longer required £0.6M (one off).
 - Benefit from a review of historic purchase orders against invoices received and consequent release of surplus accruals no longer required £1.15M (mostly historic).
 - An improvement in Social Care Health and Housing including £0.4M due to a higher percentage of service breaks taken in care packages than anticipated. The actual position is suggesting a level of 10% compared to a 5% allowance in the forecast.
 - Children's Services improvement, including £400k grants previously assumed to be returned to DfE, this has now been utilised.
 - Reduced expenditure in Sustainable Communities.
 - Increased costs in assets which include £450k removal costs previously classified as capital but more appropriately treated as revenue, plus updated accruals on corporate properties.
 - Increased insurance costs following a review of potential liabilities.
 - An increase to the redundancy reserve of £1.3M in recognition of the continued costs that may arise in 11-12 associated with organisational change.

The outturn on net spend for the year is £176.6M compared with the budget of £177.0M.

- 1.4 The capital programme outturn is £9.161M below net budget, which is an increase of £4.385M since the December forecast. After accounting for proposed slippage the programme is **£1.352M overspent**.

This is mostly attributed to legacy schemes in Sustainable Communities directorate.

There has been reduced spending since the December forecast across most areas, the main changes being:

- Children's services – slippage in the New Deal for schools programme and All Saints Academy
- Customer and Shared Services under spend in Medium term accommodation project and increased slippage in the property block.

The outturn on net capital spend for the year was £21.506M compared to the budget of £30.717M.

2. REVENUE POSITION (Appendices A1,A2, A3,A4)

- 2.1 There have been a number of management actions implemented this year which have been successful in managing the increased demand pressures and in year grant cuts. Consequently the year end position has improved by some £6.2M since the forecast in the first quarter report. Such measures have included, expenditure reduction on the BUPA residential care contract and Learning Disabilities transferred services from the Health service, holding vacancies, bringing forward 2011/12 efficiencies (e.g. staffing reductions and contract changes), release of reserves and continued rigour in reviewing financial balances, such as accruals not required.
- 2.2 The 2010/11 revenue budget included £12.076M of efficiencies which were specifically monitored by the Efficiencies Implementation Group. £11.976M of these savings was delivered by the end of the year.
- 2.3 The balance on General Fund has also been increased by £1.5M in accordance with the Medium term Financial Plan, and will stand at £7.1M which is on track to be at the optimum level by 2015.
- 2.7 The following table shows a summary by Directorate
- 2.8 Table A: Revenue position by Directorate - Paragraphs 2.9 to 2.30 provide further commentary.

Directorate	Approved Budget £000	Provisional Outturn after transfers to/from reserves £000	Outturn Variance(-) under/ overspend £000
SCHH	50,976	50,569	-407
CS	32,310	32,968	658
SC	47,310	45,482	-1,828
C&SS	22,447	25,166	2,719
OCE	4,469	4,236	-233
Contingency and Reserves	4,077	2,788	-1,289
Corporate Costs	15,437	15,414	-23
Total	177,026	176,623	-403

Social Care, Health and Housing

- 2.9 The full year outturn position for the Social Care, Health & Housing directorate is £0.407M under budget (0.78%) compared to the forecast overspend position of £0.204M (0.4%) at the end of quarter 3.
- 2.10 For **older people**, care package expenditure came in over budget by £1.230M compared to the forecast position of £1.647M for quarter 3. The main cause of the pressure was in dementia residential and home care due to the increase in volumes and the increased complexity of care required. The reduction in forecast was as a result of a higher percentage of service breaks taken in care packages than anticipated earlier in the year. A business process review is underway in this area and the enhanced use of Swift to capture the actual level of temporary breaks is part of the Recovery

Plan. It is important to note that during the 2010/11 budget setting process there was no budget made available to deal with the pressure around 65+ demographics which has given rise to the reported over spend.

- 2.11 For **people with learning disabilities**, care package expenditure came in over budget by £0.786M (£0.713M for quarter 3). Broadly aligned to the forecast position in quarter 3, this reflects higher than budgeted transitions costs plus costs arising from the emergency closure of an in-house respite unit and additional cross boundary charges.
- 2.12 **Physical Disability** package costs presented a over spend of £0.247M (£0.354M for quarter 3), the main pressure being that of residential care although the higher percentage in service breaks also accounted for the slight over forecast position in quarter 3.
- 2.13 The above over spends in Adult Social Care were off set by additional customer income received in the Business & Performance service area relating to care packages, savings made from learning disability contracts within Commissioning, additional income around Gypsy and Traveller sites and the close management of the homelessness budgets with Housing.
- 2.14 Further budget risk for 2011/12 will exist as a result of a national Care Provider deregistering its care homes for adults with a learning disability. Budget provision has been made for this in 2011/12 and 2012/13 but the Council is still unclear on the actual impact until a full assessment of need have been carried out on these people.
- 2.15 Funding allocations from the Health Service should present opportunities to increase investment around the Reablement service, discharges from hospital and to prevent avoidable hospital readmissions. The Council will sign off legal agreements with the PCT identifying the areas for additional investment. Resource allocation will be based on the delivery of health related outcomes which is new territory for a local authority.

Children's Services

- 2.16 The full year provisional outturn position is £0.66M over budget at the end of March 2011 compared to an overspend of £1.4M at the end of December 2010.

It should be noted that the increase to the de-minimus level for accruals to £10k (£1k for schools) may have impacted the provisional year end outturn as accruals of this nature amounted to approximately £0.3M last year. In addition, after negotiations with the DFE regarding grant funding specifications some £0.4M of grant funding has been directed to expenditure previously forecast to ensure the minimum amount is to be repaid to the awarding body.

- 2.17 The overspend mainly relates to the number of children requiring social care intervention and also out of county placements for children with special educational needs as highlighted in monitoring reports throughout the year. The needs led pressure on the social care and special educational needs budgets remain and have been contained as much as possible by management action to challenge resource allocation on a case by case basis. The pressures are comparable to the pressures experienced by other Councils in this financial year, following the report into the events arising out of the death of baby Peter in Haringey. The position regarding our relatively good performance in managing social care pressures in comparison with our statistical neighbours continues however OFSTED

recommendations from a recent inspection will increase staff costs and will require a commitment to the planned allocation of revenue funding to replace existing ICT systems. The major pressure regarding the difficulty in reconciling recoupment charges levied by Bedford Borough has been resolved following a compromise agreement at Chief Executive level. Savings in the PRU, run via a Service Level Agreement with Bedford were not met and it should be noted that this may impact the outturn further

- 2.18 The overspend in Safeguarding relating to the increased numbers amount to £2.8M.
- 2.19 In year savings in the Music Service were partly achieved against the Music Standards Fund (MSF). 2011 will see the first phase of a four year commitment to music education funding from a national grant and will be spent against the requirements set out in the national music plan (to be published by the DFE in the near future).
- 2.20 Schools accounts are yet to be finalised but it is anticipated that there will be an addition to the School reserves of some £1.4M.

Sustainable Communities

- 2.21 The provisional outturn under spend for the directorate after the use of reserves was £1,828k. All five divisions of the directorate operated under budget after the release of reserves which covered earmarked expenditure.
- 2.22 Annual income was £17.3M which is £1.93M more than budget. Total expenditure over the year was £64.28M which is £1.58M higher than budget. This leaves a net under spend of £0.35M before the release of reserves.
- 2.23 Management actions contributed to reduce outturn expenditure by £2.06M and helped ease the corporate budget pressure. Services obtained external funds for activity that were expected to be covered by earmarked reserves. This reduced the draw down on reserves by £720k from the third to fourth quarter. The net effect of these two changes resulted in a £1,336k improvement in the under spend compared to the third quarter forecast under spend of £491k.
- 2.24 Overall the directorate has achieved a pleasing result in challenging budgetary conditions, and under new Central Government which changed some funding streams in year.

Customer and Shared Services

- 2.25 The provisional outturn following planned use of reserves stands at £2.738M overspend. This is an increase of £541k since the quarter three report.
- 2.26 The main areas of overspend are in assets, finance, people and systems. They can be identified as:
- Systems: staffing and contractor cost pressures, IT support and maintenance costs;
 - staff cost pressures in Finance, as a result of maternity cover, restructuring delays, salary protection and the use of interims particularly in the revenues and benefits team to address backlogs and increased demands;
 - In Assets income levels have proved difficult to achieve due to recessionary pressures and accommodation costs have increased where

costs had previously been capitalised.

- In People staffing pressures due to the loss of transitional funding, and has been reported since quarter 1.

2.27 The main changes since the December quarter are in Assets due to the capitalisation and increased accommodation costs and in Finance due to a repayment of a subsidy claim for 2008/09. The release of the single status provision, which is no longer needed, has offset these pressures to some degree.

Office of the Chief Executive

2.28 The provisional outturn position comprises of under spends of £200k against operational budgets which incorporates proposed transfers of £48k from the corporate redundancy reserve and £33k against non-operational budgets (e.g. funds held by OCE, and passported to partners or other parts of CBC), which incorporates net contributions of £506k to earmarked reserves. The total outturn position is £233k (4.9%) under budget.

Corporate Costs

2.29 The under spend on corporate costs is mainly due to the release of the £1.1M historic supplier accruals that are no longer required, following the review of outstanding purchase orders and invoices.

Contingency and Reserves

2.30 Contingency and reserves are £1.289M under spent. Executive previously agreed to release £1.1M to offset Appendix E (relocation) costs incurred in the Directorates (£0.7M) and the reduced budgeted increase in the General Fund balance (£0.4M). The residual balance reflects the remaining contingency that was not called upon in year.

£1.5M has been added to the General Fund, as planned, within these results

3.0 EARMARKED RESERVES (Appendix A1,A4, D)

3.1 In delivering this provisional outturn position the use of Earmarked reserves has been closely monitored and reviewed throughout the year. The proposed closing balance for the Council's Earmarked reserves is £1.5M higher than at the beginning of the year, before HRA and schools balances which are not available to support the General Fund.

Earmarked reserves generally comprise:

- Legal/regulatory balances required to be separate, e.g. HRA, schools balances;
- Grants received that are ring fenced and expected to be spent in 11-12 or later;
- Amounts required to be separate as they relate to third party commitments;

The Executive are asked to approve the retention of reserves totalling £31.054M.

This includes £19.0m in respect of HRA and schools balances. Of the remaining £12.1m, amounts set aside for Redundancy, £2.1m and

insurance claims £3.1m are the largest items.

- 3.2 Redundancy costs have been a significant issue for the Council this year and along with the original reserve of £1.6M close management has resulted in additional resources being identified where possible. This has included the re-designation of certain earmarked reserves, agreement with partners to use Performance Reward Grant and the successful application of a capitalisation directive. This has resulted in £4.031M funds being available to support the costs of redundancy. £3.214M has been utilised. An additional transfer of £1.3M has also been made at the end of the year which leaves £2.117M available to be carried into next year to offset future expected redundancy costs.

- 3.3 Table B: Earmarked Reserves

Balances available to the Council General Fund	£000	£000
Insurance	3,059	
Redundancy	2,117	
Services based	<u>5,852</u>	
		11,028
Balances not available to the Council General Fund		
HRA	3,989	
Schools	14,975	
School contingency	1,062	
		20,026
Total		<u>31,054</u>

4. REVENUE VIREMENTS

- 4.1 There are no virements requiring Executive approval.

5. CAPITAL POSITION (APPENDIX B)

- 5.1 The capital programme outturn net spend is £9.161M below budget which after accounting for proposed slippage into 2001/12 represents an overspend of £1.35M. £3.3M slippage has already been approved as per the 2011/12 budget report. The remaining slippage needs to be reviewed in light of the affordability of next year's programme and in the context of this year's overspend. It is therefore recommended the Executive note the proposed slippage and agree to a review of the capital programme early in the new financial year.
- 5.2 A summary position by Directorate is shown in table B below.

5.3 Table C: Capital Summary

	Revised Full Year Budget	Actual net Spend	Variance	Under (-) /Over Spend	Net Slippage to 2011/12
Directorate	£000	£000	£000	£000	£000
Social Care, Health and Housing	2,562	1,842	-720	-4	716
Children's services	3,492	1,433	-2,059	-264	1,795
Sustainable Communities	10,436	7,271	-3,165	2,260	5,425
Customer and Shared Services	7,793	4,784	-3,009	-637	2,372
Office of the Chief Executive	260	55	-205	0	205
Sub Total	24,543	15,385	-9,158	1,355	10,513
HRA	6,174	6,171	-3	-3	0
Total	30,717	21,556	-9,161	1,352	10,513

Social Care, Health and Landlord Services

5.4 The provisional outturn position of £0.720M is as a result of slippage on the Timberlands project (£0.103M), Empty Homes (£.0160M) and Renewal Assistance (£0.191M) into 2011/12 and specific capital grants that are proposed to be slipped as detailed business cases have not yet been drawn up. This has been included in the Capital Programme budget for 2011/12.

Children's Services

5.5 The variance on projected outturn of £2.06M derives from underspends of £264k and slippage of projects of £1.796M.

The projected underspends are on the Holmemead Middle School project £115k and Roecroft Lower £178k. The Holmemead project is now complete and Roecroft Lower School will now be funded by the 2011/2012 Basic Need grant releasing the Councils net contribution.

The projected slippage of £1.79M is principally on

- New Deal for Schools £811k a standards funded project with a 31st March 2011 deadline. A small number of larger projects were delayed but are now underway.
- All Saints Academy project delay is due to the review by the Department of Education on Academy and BSF capital schemes.

This project is now underway.

- Schools Access Initiative which is a programme to enable the council to meet its statutory obligations to enable local pupils to attend (local) schools, where there were delays to some of the large projects.
- Asbestos and Health and Safety projects are now underway for asbestos surveys and remedial works.
- Arnold Middle School where late contract commitments have delayed this project but the project is now underway.

Sustainable Communities

5.6 The approved capital programme budget for 2010/11 was a net £10,436k, and actual net spend was £7,271k.

An analysis of the schemes within the programme showed:

- Of the completed projects, an over spend of £2,260k was recorded. Three legacy schemes (Sandringham Drive, Bedford Square, Community Enterprises) explain £2,073k of the variance as income was received in 2009/10 or not at all. Further details are provided in paragraph 4.12.
- Of works in progress, expenditure of £12,166k and income of £6,741k are estimated as required slippage. The net slippage to 2011/12 is £5,425k.

A key factor that led to the variance in 2010/11 was the delay in spend as a comprehensive revision of the capital programme was submitted to Executive in November 2010.

5.7 A selective list of schemes showing the larger variances and slippages is shown below:

Scheme	Over / (Under) Spend	Slippage 2011/12
Sandringham Drive Housing Development	£900k	£0k
Bedford Square Renaissance Houghton Regis	£733k	£0k
Community Enterprises Regeneration schemes	£440k	£0k
Fleet Replacement Programme	(£435)k	£435k
Strategic Infrastructure Luton Northern Bypass	(£452)k	£452k
Leighton Buzzard Western Bypass Residual Costs	(£535)k	£535k
Waste Infrastructure Grant	(£607)k	£607k
Outdoor Access and Greenspace schemes	(£734)k	£734k
Affordable Housing Schemes	(£1,038)k	£1,038k
Creasey Park Community Football Centre	(£1,103)k	£1,103k
Development Proposals Flitwick Town Centre	(£3,411)k	£3,411k
Total major movements	(£6,242)k	£8,315k

The year end has allowed tidying up of legacy schemes, some of which are covered in the notes below:

- Sandringham Drive is a legacy South Bedfordshire District Council scheme where funds from East of England Regional Assembly were passported to Aldwyck Housing Association. The scheme should not have been included in the 2010/11 programme as the £900k income was

received in 2009/10.

- Bedford Square Renaissance is a legacy scheme that expected to receive income from the sale of the old Fire Station in Dunstable. This sale has been deferred.
- Community Enterprises were small grant scheme promoting employment and small businesses. The ad hoc grants from a variety of sources ceased in 2009/10.
- Fleet replacement was deferred pending review of the overall programme.
- Waste Infrastructure received £172k from Defra in 2010/11 adding to funds available for improvement projects. Expenditure has been paused pending the BEaR Project determining the best way forward for a solution for organic waste.
- Affordable Housing had two developments completed this year with one development (Old Warden) slipping into next year. The variance is due to CBC successfully bidding for Homes & Community Agency funds which frees up internal resources for reallocation into the whole capital programme.
- Creasey Park Community Football Centre is five weeks behind schedule with retention payments falling into 2011/12.
- Development Proposals Flitwick Town Centre involved the purchase of land. Contracts have been exchanged and the final completion requiring payment of about £3.2M is expected in early 2011/12.

All other schemes listed above are works in progress requiring balances to be carried over into 2011/12.

Customer and Shared Services

5.8 The variance of £3,009k under program is identified £637k underspend and £2.372M slippage. The under spend is mainly due to :

- £356k on the Medium Term Accommodation Programme (Your Space
- £195k for HAZ Manor Demolition,
- £566k for the Relocation of data Centre,

ICT spent £601k on commencing the CBC Network Project which was agreed to be brought forward from the 2011/12 capital programme.

5.9 The proposed scheme slippages are:

Enterprise Content Management (KEY ECM) £59k

Optical Character Recognition £84k

Legal Services Case Management System £11k

Corporate Property Block Budget £1,750k

T Gov Partnership & Partnership of Mid Beds (CRM) £279k

Additional Construction Works – Technology House £139k

Points of Presence £50K

Office of the Chief Executive

5.10 There are three schemes within the OCE

- LPSA and LAA payout of reward grant which will all be slipped to 2010/11, although this is a net nil cost to the Council
- Performance management system which is also proposed to be slipped to 2011/12, £90k and
- Web strategy which has commenced but remaining budget will need to be slipped into 2011/12 for completion of the project, £115k.

6. KEY COST DRIVERS (Appendix C)

- 6.1 These drivers identify some of the budgets that have a significant impact on the outturn and variances. They provide non financial data to support the evidence for variations.
- 6.2 In both Adult Social Care and in Children's Services the trend in respect of client numbers and average costs has increased since last financial year.
- 6.3 For Sustainable Communities planning fee income this year has been below 2009 levels, and below budget leading to budget pressures. Whilst the amount of refuse sent to landfill increased by 850 tonnes compared to last year, this is less than the targeted limit and within the bounds of normal fluctuation. The authority continues to perform well in terms of percentage of waste sent for recycling and composting.
- 6.4. In Customer and Shared Services increased case loads for Benefits claimants was circa 12% which is attributable to the current economic climate.

7. DEBTORS (Appendix E)

- 7.1 Debt outstanding as at the end of March was £12.458M
- 7.2 The age profile of the debt shows that 19% of the total debt is over 3 months old which is an improvement on the 30% in December. The overdue debts are about £4.0M lower than December in total indicating our debt collection performance is improving.
- 7.3 There are two large debts in respect of NNDR that require Executive approval to be written off, in accordance with the constitution. They are:
- £491,776, which relates to a warehouse property for the period 1 April 2008 to 29 October 2009. The company went into Administration on 29.10.09. The latest report from the Administrators advises us that the dividend to unsecured creditors will be less than 1p in the pound. Any dividend that we do receive can be written back against the debt.
 - £77,346 which relates to a club premises for the period 7 October 2008 to 31 May 2010. The company went into liquidation on 8 June 2010 and we have been advised that there is no prospect of any dividend.

This write off will not impact the general fund but will reduce the NNDR pool funding returned to CLG.

Appendices:

Appendix A1–Revenue Summary

Appendix A2 – Change in forecast variance since Quarter 3

Appendix A3 – Achievement of Efficiencies

Appendix A4 – Redundancy Position

Appendix B – Capital Summary

Appendix C – Key Cost Drivers

Appendix D – Earmarked Reserves

Appendix E – Debtors

Background Papers: None

Location of papers: Technology House, Bedford

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Revenue Summary - Provisional Outturn

Appendix A1

Director	Approved Budget	Provision Outturn Spend for Year	Full Year Variance	Proposed use of Earmarked reserves/Planned transfer to General Fund	Outturn Variance after transfers to/from reserves.
	£000	£000	£000		£000
Social Care Health and Housing					
Director of Social Care, Health, Housing	187	206	19	0	19
Housing Management (GF)	1,624	1,161	-463	305	-158
Adult Social Care	51,086	52,091	1,005	362	1,367
Commissioning	4,526	2,485	-2,041	959	-1,082
Business and Performance	-6,364	-6,992	-628	-8	-636
Sub Total Social Care Health and Housing	51,060	48,951	-2,108	1,618	-490
Housing Services (HRA)	-84	0	84	0	84
Sub Total Social Care Health and Housing	50,976	48,951	-2,024	1,618	-406

Revenue Summary - Provisional Outturn

Director	Approved Budget £000	Provision Outturn Spend for Year £000	Full Year Variance £000	Proposed use of Earmarked reserves/ Planned transfer to General Fund	Outturn Variance after transfers to/from reserves. £000
Children's Services					
Director of Children's Services	174	125	-49	0	-49
Children's Services Operations	19,567	22,283	2,715	-682	2,033
Learning and Strategic Commissioning	5,828	6,258	430	-1,640	-1,210
Joint School Commissioning Service (Transport)	8,655	8,523	-132	0	-132
Sub Total Children's Services (excluding Schools)	34,225	37,189	2,964	-2,322	642

Revenue Summary - Provisional Outturn

Director	Approved Budget	Provision Outturn Spend for Year	Full Year Variance	Proposed use of Earmarked reserves/Planned transfer to General Fund	Outturn Variance after transfers to/from reserves.
	£000	£000	£000		£000
Sustainable Communities					
Director of Sustainable Communities	1,391	1,269	-123	0	-123
Economic Growth, Skills & Regeneration	5,143	4,861	-282	-46	-328
Highways Transportation	11,895	11,500	-395	125	-270
Planning	6,738	7,261	523	-808	-285
Comm Safety Public Protect Waste Leisure	22,143	22,072	-72	-460	-532
Release of Dunstable Master plan reserve			0	-291	-291
Sub Total Sustainable Communities	47,310	46,962	-348	-1,480	-1,828

Revenue Summary - Provisional Outturn

Appendix A1

Director	Approved Budget	Provision Outturn Spend for Year	Full Year Variance	Proposed use of Earmarked reserves/Planned transfer to General Fund	Outturn Variance after transfers to/from reserves.
	£000	£000	£000		£000
Customer and Shared Services					
Dir. Of Customer & Shared Services	457	350	-107	-18	-125
Customer & Systems	9,117	9,519	402	-34	368
Finance	3,825	4,936	1,111	-119	992
People	1,833	2,509	677	-139	538
Governance Monitoring Officer	2,633	2,204	-429	50	-379
Assets	4,583	6,388	1,805	-155	1,650
Release of Single status provision			0	-325	-325
Sub Total Customer and Shared Services	22,447	25,906	3,459	-740	2,719

Revenue Summary - Provisional Outturn

Director	Approved Budget	Provision Outturn Spend for Year	Full Year Variance	Proposed use of Earmarked reserves/Planned transfer to General Fund	Outturn Variance after transfers to/from reserves.
	£000	£000	£000		£000
Office of the Chief Executive					
Chief Executive	307	293	-13		-13
Communications	963	915	-47	-16	-63
Strategy & Performance	3,200	2,569	-631	474	-157
Sub Total Office of the Chief Executive	4,469	3,778	-691	458	-233
Contingency and Reserves	4,077	0	-4,077	2,788	-1,289
Corporate Costs	15,437	14,114	-1,323	1,300	-23
TOTAL Excluding Schools	178,940	176,900	-2,040	1,622	-419

Revenue Summary - Provisional Outturn

Director	Approved Budget	Provision Outturn Spend for Year	Full Year Variance	Proposed use of Earmarked reserves/Planned transfer to General Fund	Outturn Variance after transfers to/from reserves.
	£000	£000	£000		£000
Schools					
Central DSG	-1,916	-2,087	-172	188	16
Schools Budget	148,311	146,103	-2,208	2,208	0
Schools ISB	-148,311	-148,312	-1		-1
TOTAL Schools	-1,916	-4,296	-2,380	2,396	16

Revenue Summary - Provisional Outturn

Director	Approved Budget	Provision Outturn Spend for Year	Full Year Variance	Proposed use of Earmarked reserves/Planned transfer to General Fund	Outturn Variance after transfers to/from reserves.
	£000	£000	£000		£000
Total	177,025	172,604	-4,421	4,018	-403

Provisional Outturn 176,622

General Fund	
Opening Balance	5.186
Planned contribution	<u>1.500</u>
	6.686
Provisional Outturn Balance	<u>0.403</u>
Closing Balance	<u>7.089</u>

Table of Changes Q3 to Provisional Outturn

Appendix A2

Director	Provisional Outturn Variance	December Variance	Change (- decrease)
Director of Social Care, Health, Housing	19	19	-1
Housing Management (GF)	-158	-80	-78
Adult Social Care	1,367	1,942	-575
Commissioning	-1,082	-1,330	248
Business and Performance	-636	-348	-288
Housing Services (HRA)	84	0	84
Sub Total Social Care Health and Housing	-406	204	-611
Director of Children's Services	-49	-44	-5
Childrens Services Operations	2,033	2,255	-222
Learning and Strategic Commissioning	-1,210	-493	-717
Joint School Commissioning Service (Transport)	-132	-296	163
Sub Total Children's Services (excluding Schools)	642	1,422	-780
Director of Sustainable Communities	-123	-47	-76
Economic Growth, Skills & Regeneration	-328	-25	-303
Highways Transportation	-270	-310	40
Planning	-285	-19	-266
Comm Safety Public Protect Waste Leisure	-532	-90	-442
Release of Dunstable Master plan reserve	-291	0	-291
Sub Total Sustainable Communities	-1,828	-490	-1,338
Dir. Of Customer & Shared Services	-125	-76	-49
Customer & Systems	368	546	-178
Finance	992	646	346
People	538	539	-1
Governance Monitoring Officer	-379	-254	-126
Assets	1,650	796	854
Release of Single status provision	-325	0	-325
Sub Total Customer and Shared Services	2,719	2,197	522

Table of Changes Q3 to Provisional Outturn

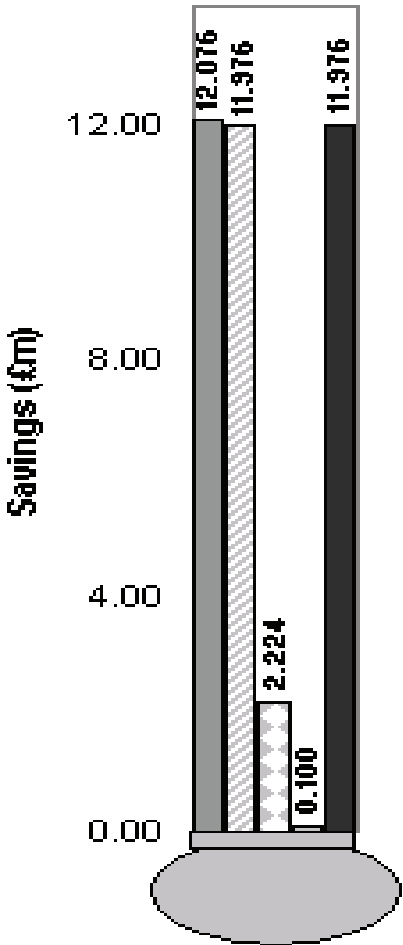
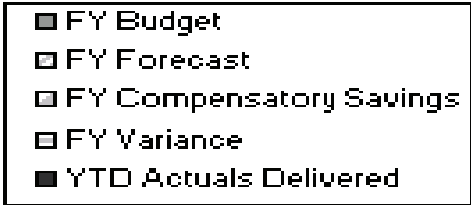
Chief Executive	-13	-12	-2
Communications	-63	-23	-41
Strategy & Performance	-157	-197	41
Sub Total Office of the Chief Executive	-233	-232	-2
Contingency and Reserves	-1,289	-1,100	-188
Corporate Costs	-23	-64	41
TOTAL Excluding Schools	-419	1,937	-2,356
Central DSG	16	17	0
Schools Budget	0	0	0
Schools ISB	-1	0	-1
TOTAL Schools	16	17	-1
Total	-403	1,954	-2,357

Table of Changes Q3 to Provisional Outturn

Table of Changes Q3 to Provisional Outturn

APPENDIX A3

**2010/11 Efficiencies
Corporate Total**



APPENDIX A4

2010/11 Redundancy Position - Provisional Outturn			
	£000	£000	£000
Original Reserve available		-1,618	
Redefinition of Dunstable Town Master Plan reserve		-1,500	
Capitalisation Directive		-431	
LSP contribution		-482	
Total funding available			-4,031
<u>Less</u> Costs identified to date			
Funding of SMR efficiencies double counted		167	
2010/11 Budget efficiencies		3,047	
Total costs known to date			<u>3,214</u>
Additional transfer to reserve at year end			-1,300
Balance to carry forward to 2011/12			<u>-2,117</u>
Planned Contribution 2011/12			-750
Total Reserve available 2011/12			<u>-2,867</u>

CENTRAL BEDFORDSHIRE CAPITAL REVIEW 2010/2011

SERVICE	Revised 2010/11 Budget			Actual Spend 2010/11			Full Year Variance		
	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s
<u>By Directorate</u>									
Social Care Health & Housing									
Pre 2010/11 Starts	10,599	(8,202)	2,397	3,064	(935)	2,129	(7,535)	7,267	(268)
2010/11 Starts	277	(112)	165	92	(379)	(287)	(185)	(267)	(452)
	10,876	(8,314)	2,562	3,156	(1,314)	1,842	(7,720)	7,000	(720)
Children's Services									
Pre 2010/11 Starts	13,409	(11,359)	2,050	11,346	(10,377)	969	(2,063)	982	(1,081)
2010/11 Starts	8,193	(6,751)	1,442	5,302	(4,838)	464	(2,891)	1,913	(978)
	21,602	(18,110)	3,492	16,648	(15,215)	1,433	(4,954)	2,895	(2,059)
Sustainable Communities									
Pre 2010/11 Starts	15,263	(10,142)	5,121	4,490	(1,858)	2,632	(10,773)	8,284	(2,489)
2010/11 Starts	17,484	(12,169)	5,315	15,677	(11,088)	4,589	(2,810)	2,134	(676)
	32,747	(22,311)	10,436	20,167	(12,946)	7,221	(13,583)	10,418	(3,165)
Customers & Shared Service									
Pre 2010/11 Starts	5,096	(186)	4,910	2,987	(26)	2,961	(2,109)	160	(1,949)
2010/11 Starts	3,018	(135)	2,883	1,884	(61)	1,823	(1,134)	74	(1,060)
	8,114	(321)	7,793	4,871	(87)	4,784	(3,243)	234	(3,009)
Office of Chief Executive									
Pre 2010/11 Starts	0	0	0	0	0	0	0	0	0
2010/11 Starts	1,647	(1,387)	260	95	(40)	55	(1,552)	1,347	(205)
	1,647	(1,387)	260	95	(40)	55	(1,552)	1,347	(205)
Total Programme excluding HRA	74,986	(50,443)	24,543	44,937	(29,602)	15,335	(31,052)	21,894	(9,158)
Housing & Revenue Account									
	6,174	0	6,174	6,171	0	6,171	(3)	0	(3)
Total Programme including HRA	81,160	(50,443)	30,717	51,108	(29,602)	21,506	(31,055)	21,894	(9,161)

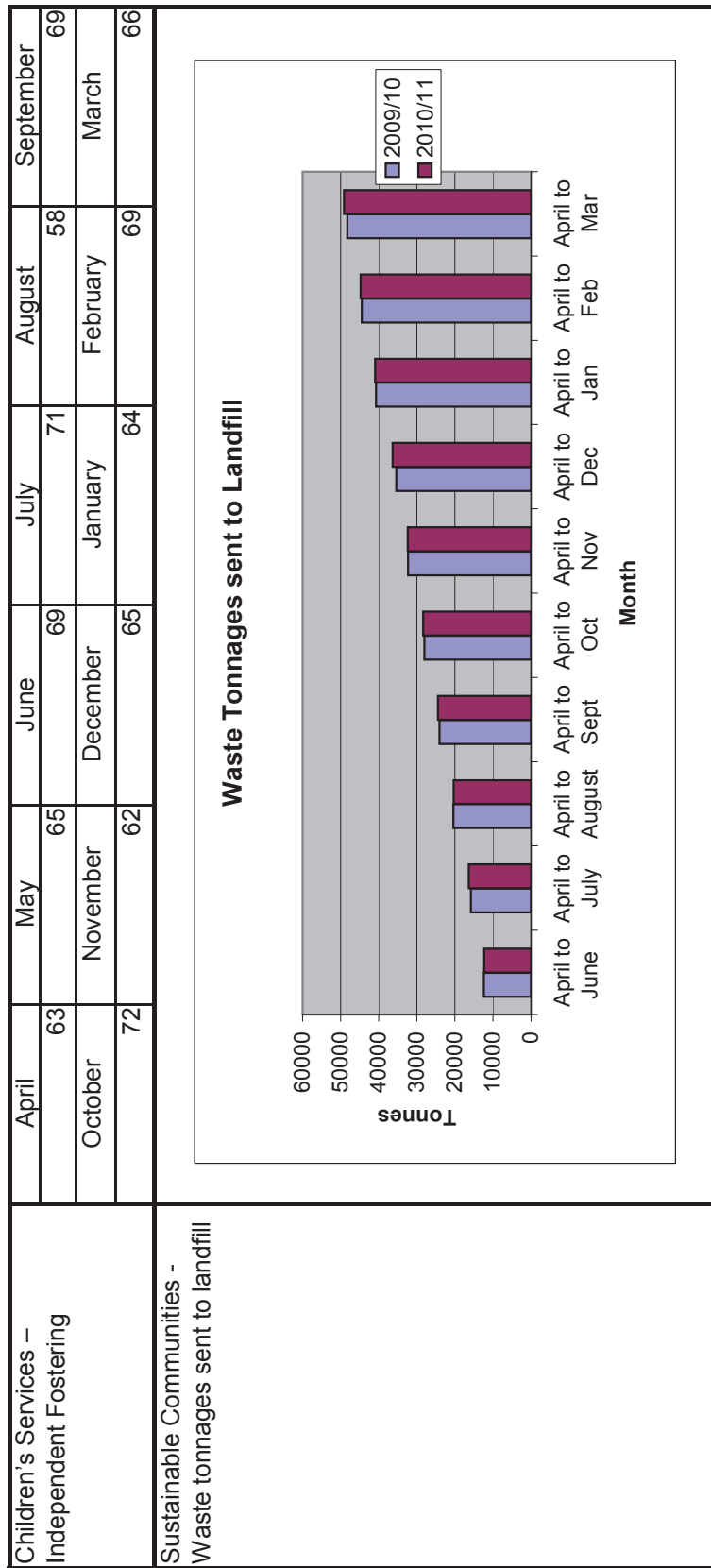
CENTRAL BEDFORDSHIRE CAPITAL REVIEW 2011/12

SERVICE	Under / Over spend			Slippage to 2011/12		
	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s
<u>By Directorate</u>						
Social Care Health & Housing						
Pre 2010/11 Starts	72	(76)	(4)	(7,607)	7,343	(264)
2010/11 Starts	0	0	0	(185)	(267)	(452)
	72	(76)	(4)	(7,792)	7,076	(716)
Children's Services						
Pre 2010/11 Starts	221	(370)	(149)	(2,284)	1,352	(932)
2010/11 Starts	(1,143)	1,028	(115)	(1,748)	885	(863)
	(922)	658	(264)	(4,032)	2,237	(1,795)
Sustainable Communities						
Pre 2010/11 Starts	(1,656)	3,792	2,136	(9,117)	4,492	(4,625)
2010/11 Starts	(531)	655	124	(2,279)	1,479	(800)
	(2,187)	4,447	2,260	(11,396)	5,971	(5,425)
Customers & Shared Service						
Pre 2010/11 Starts	(761)	160	(601)	(1,348)	0	(1,348)
2010/11 Starts	(46)	10	(36)	(1,088)	64	(1,024)
	(807)	170	(637)	(2,436)	64	(2,372)
Office of Chief Executive						
Pre 2010/11 Starts	0	0	0	0	0	0
2010/11 Starts	0	0	0	(1,552)	1,347	(205)
	0	0	0	(1,552)	1,347	(205)
Total Programme excluding HRA	(3,844)	5,199	1,355	(27,208)	16,695	(10,513)
Housing & Revenue Account						
	(3)	0	(3)	0	0	0
Total Programme including HRA	(3,847)	5,199	1,352	(27,208)	16,695	(10,513)

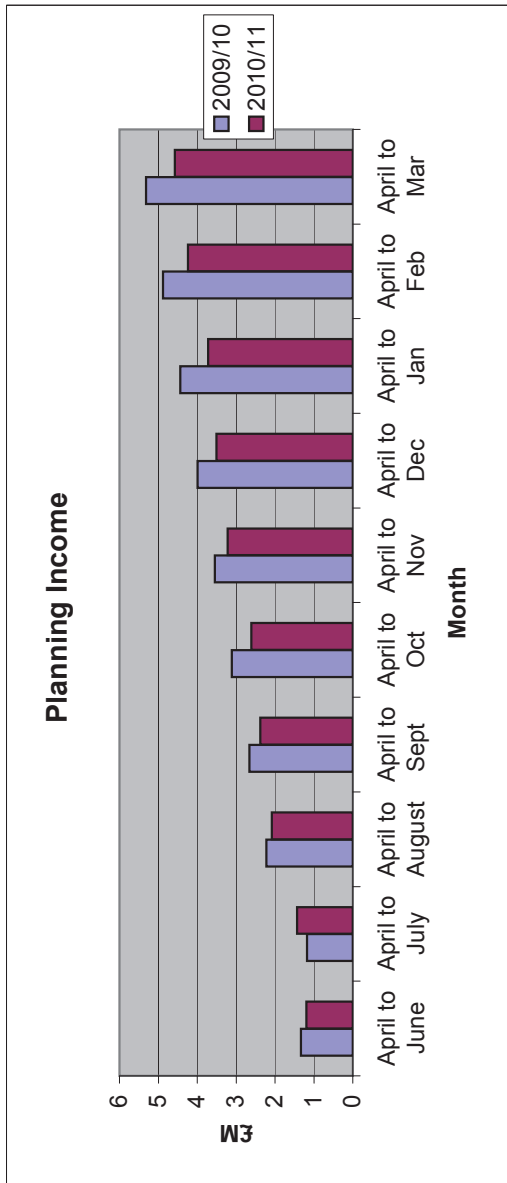
Appendix C

Key cost drivers – 2010/11

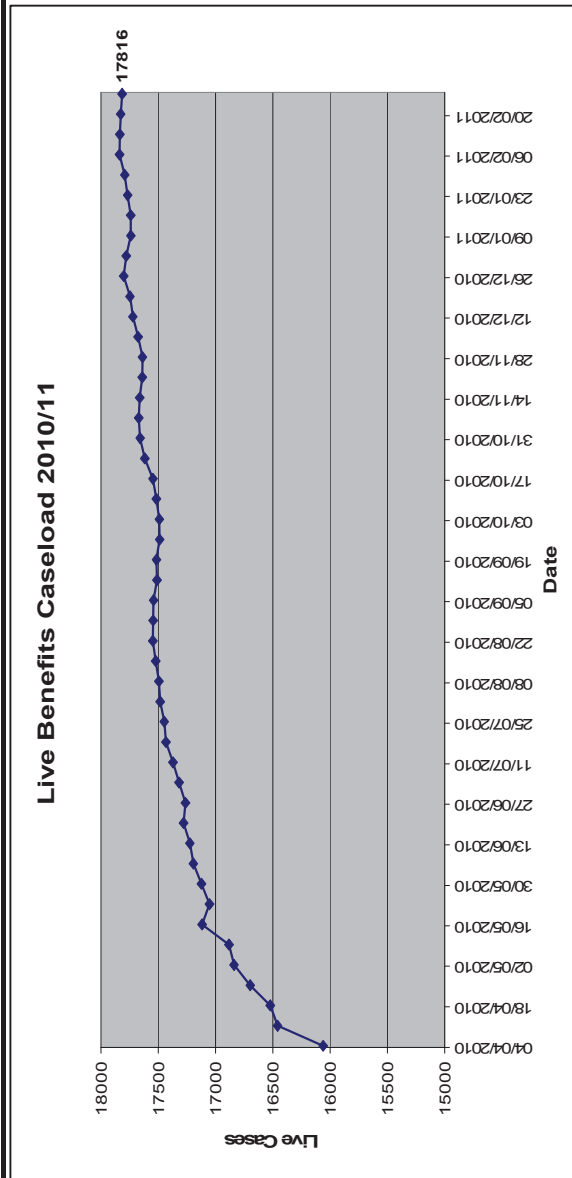
<u>Directorate and cost driver</u>	<u>Numbers/volumes</u>											
	April	May	June	July	August	September	October	November	December	January	February	March
Demographic pressure in the 65+ age group and costs of care packages.	7% increase in community based packages with an average increase of 4% in cost. High cost packages have seen up to a 12% increase in cost.											
Occupational therapy waiting lists are being worked through, resulting in an increased pressure on Disabled Facilities Grants expenditure	An additional resource of £0.468m was approved at November's Executive. Demand is being monitored closely and actions will be taken to manage demand, within the scope of the legislative requirements. This should reduce and possibly remove altogether the need to spend above the current approved budget.											
Children's Services - Safeguarding activity	1306	1300	1333	1358	1335	1319	1323	1300	1272	1317	1312	1359
Child Protection Cases	April	May	June	July	August	September	April	May	June	July	August	September
	167	169	176	180	176	176	October	November	December	January	February	March
Children's Services – Looked After Children (excluding respite care)	178	180	169	170	174	176	April	May	June	July	August	September
	163	160	167	169	176	180	October	November	December	January	February	March
	176	176	178	170	174	176						



Sustainable Communities –
planning income



Customer and Shared Services
–Benefits case load



Appendix D

Earmarked Reserves - Provisional Outturn 2010/11

Description	Opening Balance 2010/11 £000	Increase in reserves 2010/11 £000	Spend against reserves 2010/11 £000	Release of reserves 2010/11 £000	Proposed Closing Balance 2010/11 £000	Commentary on use/proposed transfer
Social Care Health and Housing Reserves						
Social Care Reform Grant	200	215		0	415	Reserve to fund multi year Transforming People's Lives project. Includes SWIFT/AIS implementation.
Deregistration of Care Homes	583				583	Reserve to fund costs associated with deregistering of a national care provider of care homes.
LD Campus Closure	0	744			744	Reserve for the smoothing of double running costs resulting from reprovision of Learning Disabilities services.
Supporting People	0	397	92		305	Reserve held to manage spikes in demand for Supporting People services
Reablement	0	238	16		222	NHS Funding to support joint working with other Local Authorities and partners to facilitate seamless care for patients discharged from hospital.
Winter Pressure	0	563	215		348	NHS funding to be used for additional short term support to prevent unnecessary hospital admissions.
	783	2,157	323	0	2,617	

Description	Opening Balance 2010/11	Increase in reserves 2010/11	Spend against reserves 2010/11	Release of reserves 2010/11	Proposed Closing Balance 2010/11	Commentary on use/proposed transfer
	£000	£000	£000	£000	£000	
Children's Services Reserves						
School Forum	3	1			4	To support the training and consultation on forthcoming National Formula for Schools - Non Discretionary C/F
Standards Fund	33		33		0	Standards Fund Grant to be spent by 31st August 2010
Local Safeguarding Children Board (LSCB)	25		25		0	Funds held on behalf of Partners - treating as RIA 11/12
Developing Specialist Provisions - ASD Lower Sch	191		191		0	School Forum allocations to Special Education in 10/11
Developing Specialist Provisions - ASD Middle Sch	232		232		0	School Forum allocations to Special Education in 10/12
Family Link	73		73		0	Funds provided support to specific family with disabilities
School Specific Contingency	874	188			1,062	School Contingency held to fund formula changes, school based redundancies, exceptional circumstances, in year pupil number increase and other items as agreed with School Forum - Non Discretionary C/F
Long Term Absence (Schools)	64		64		0	Funds held on behalf of Schools LTA Panel - treating as RIA 11/12

Description	Opening Balance 2010/11 £000	Increase in reserves 2010/11 £000	Spend against reserves 2010/11 £000	Release of reserves 2010/11 £000	Proposed Closing Balance 2010/11 £000	Commentary on use/proposed transfer
	1,495	189	618	0	1,066	

Description	Opening Balance 2010/11	Increase in reserves 2010/11	Spend against reserves 2010/11	Release of reserves 2010/11	Proposed Closing Balance 2010/11	Commentary on use/proposed transfer
	£000	£000	£000	£000	£000	
Sustainable Communities Reserves						
Local Development Framework	200			100	100	This reserve has been created to help enable the 'peaks and troughs' of expenditure relating to LDF preparation to be managed. The reserve has been reduced substantially at the end of 2010/11, but £100k is required in 2011/12 to help cover the additional costs of two LDF examinations due to be held within the year.
Conservation Fund for Fairfield Hospital	34				34	s106 revenue contribution for the maintenance of graded building., to be spent in 11-12
Housing Planning Delivery Grant	750		350		400	This reserve comprises 'banked' monies from previous years HPDG settlements and is being used to support a managed reduction in Planning Division expenditure. Up to £400k will be required to support the service in 2011/12, but thereafter all costs will be base-budgeted.
Development planning partners contributions	69			69	0	Partners contribution to Green Infrastructure and Biodiversity posts.

Description	Opening Balance 2010/11	Increase in reserves 2010/11	Spend against reserves 2010/11	Release of reserves 2010/11	Proposed Closing Balance 2010/11	Commentary on use/proposed transfer
	£000	£000	£000	£000	£000	
Luton and South Bedfordshire Joint Growth Committee	0	460			460	Partnership contributions from Luton and Central Bedfordshire which are reserved to cover the ongoing costs of the Joint Technical Unit and Joint Core Strategy. Will be significantly drawn upon in 2011/12 to pay for LDF Examination. Transfer from creditors
Minerals and Waste partnership funds	0	104			104	Partners income contributions to service costs which need to be carried forward into 2011/12 to cover the costs of LDF and enforcement inquiries which will now fall in 2011/12.
Transport policy - fund for surveys and inquiries	50		50		0	This reserve has been created to help the 'peaks and troughs' of expenditure relating to LTP preparation to be managed. The £50k reserve has been spent in 2010/11, but a new will be needed to review LTP4 preparation in future years. No reserve is needed in 2011/12.
Grant Aid Fund	219		55	164	0	A fund for community groups and Town and Parish Councils. Closed to new applicants in 2009/10

Description	Opening Balance 2010/11	Increase in reserves 2010/11	Spend against reserves 2010/11	Release of reserves 2010/11	Proposed Closing Balance 2010/11	Commentary on use/proposed transfer
	£000	£000	£000	£000	£000	
Adaptation of open space	449				449	Maintenance funds (commuted sums) for CBC adopted open space and play sites, allocated on site specific basis. Funds cannot be allocated to revenue budgets and any spend is reclaimed from the reserve at the end of the year.
Cemeteries Fund	97			97	0	Transferred to capital programme for the development of new sites on request.
Leisure Centre Sinking Fund	147	55	78		124	Share of profits from leisure contracts for the reinvestment in building and equipment
Community Safety partnership fund	41	48			89	Contributions from partners, and cash seizures
Bedford & Luton Resilience Forum	65		0		65	Contributions from partners with CBC acting as treasurer to Forum
Business growth grants	96		0		96	External funds - Partnership contributions - to support business growth
GAF -Project Delivery reserve	82		0		82	External GAF funding

Description	Opening Balance 2010/11	Increase in reserves 2010/11	Spend against reserves 2010/11	Release of reserves 2010/11	Proposed Closing Balance 2010/11	Commentary on use/proposed transfer
	£000	£000	£000	£000	£000	
Dunstable Master Plan	1,791			1,791	0	Support regeneration of Dunstable Town centre. Executive decision 7 Dec 2010. Capital spend to be included in capital programme
NIRAH	108		37		71	Shared reserve with Bedford Borough to support NIRAH project costs
Library services review	0	45			45	Comprehensive review of library service. Executive decision 7 Dec 2010.
External Funded Regeneration reserve	492		0		492	External funds to support economic participation, regeneration and European programmes.
Euro Co-financing	36		36		0	External funding to support ESF Programme
Transport Sinking Fund	0	125			125	Parking income directed to parking services infrastructure improvements.
	4,726	837	606	2,221	2,736	

Description	Opening Balance 2010/11	Increase in reserves 2010/11	Spend against reserves 2010/11	Release of reserves 2010/11	Proposed Closing Balance 2010/11	Commentary on use/proposed transfer
	£000	£000	£000	£000	£000	
Office of the Chief Executive Reserves						
Performance Reward Grant	218	438	0	482	174	Reward grant received on the basis of performance of joint partners. Used in year to support Volunteering, Community Safety Partnership and redundancies
LSP Sustainable Neighbourhoods	48		0		48	Set up to fund staff management and administration costs of Sustainable Neighbourhood work which is ongoing.
Community Engagement work	6		0		6	Funding to support staff management and administration costs of the Targeted Support for Empowerment Improvement Project which is ongoing.
Targeted Support for Empowerment Improvement Project	18		0		18	Funding to support staff management and administration costs of the Targeted Support for Empowerment Improvement Project which is ongoing.
Invest to Save, Recovery project - Legal		5			5	Reserve required to fund Employment Law support in connection with the Council's efficiency and service reductions.

Description	Opening Balance 2010/11 £000	Increase in reserves 2010/11 £000	Spend against reserves 2010/11 £000	Release of reserves 2010/11 £000	Proposed Closing Balance 2010/11 £000	Commentary on use/proposed transfer
Invest to save, Recovery project HR		43			43	Reserve required to fund HR support in connection with the Council's efficiency and service reductions.
Invest to Save, Recovery project - Web development		21			21	Reserve required to fund work on the development and promotion of the new corporate website.
Corporate Reserves	290	507	0	482	315	
Redundancy/Restructure Reserve	163	3,019	3047	-1,982	2,117	Used for redundancy costs identified in 2010/11. Balance will be needed for 2011/12 as redundancies will continue into next year.
Insurance reserve	3,075	0	16		3,059	Reserve held to pay insurance claims and liabilities against the council. Some of this fund is held jointly for Central Bedfordshire and Bedford Borough in respect of Bedfordshire County Council obligations.
Elections Fund	42	146	8		180	Will be used in 2011/12 to support the elections. This is a fund built up over 4 years to cover the costs of elections.
	3,280	3,165	3,071	-1,982	5,356	

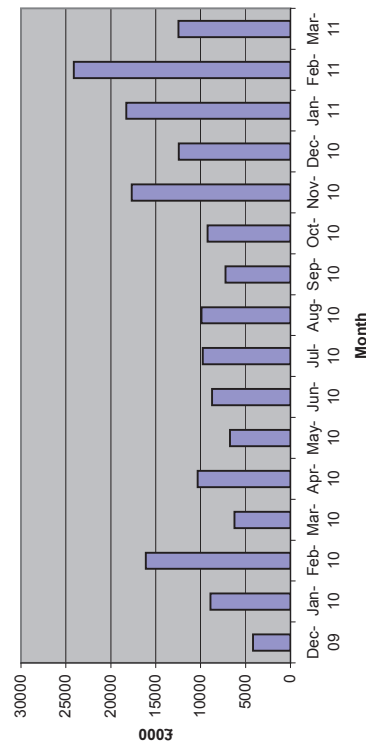
Description	Opening Balance 2010/11 £000	Increase in reserves 2010/11 £000	Spend against reserves 2010/11 £000	Release of reserves 2010/11 £000	Proposed Closing Balance 2010/11 £000	Commentary on use/proposed transfer
Total Earmarked Reserves	10,574	6,855	4,618	721	12,090	

Description	Opening Balance 2010/11 £000	Increase in reserves 2010/11 £000	Spend against reserves 2010/11 £000	Release of reserves 2010/11 £000	Proposed Closing Balance 2010/11 £000	Commentary on use/proposed transfer
Housing Revenue Account Reserves						
HRA	4,236		493		3,743	
Business Process Re-engineering	46				46	Reserve to fund consultancy and review costs in respect of implementation of self financing on 1 April 2012.
Major Repairs (HRA)	200				200	Reserve to cover any shortfall in major repairs.
School Reserves	4,482	0	493	0	3,989	
Revenue 3030050	7,888	2,664			10,552	
Capital 3030033	6,030		1,607		4,423	
	13,918	2,664	1,607	0	14,975	
GRAND TOTAL	28,974	9,519	6,718	721	31,054	

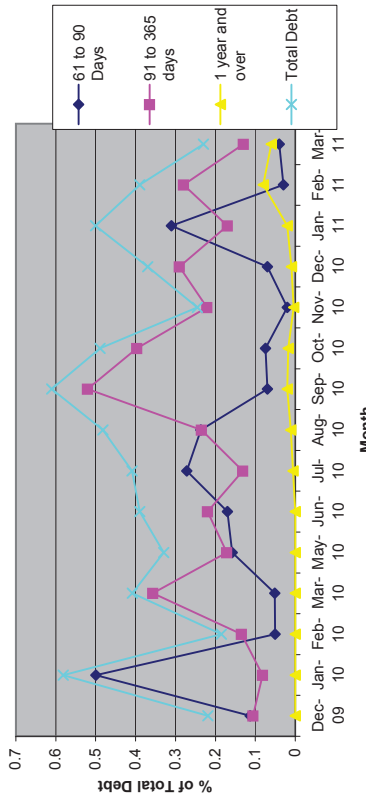
APPENDIX E

Debtors March 2011														
DIRECTORATE	1 to 14 Days		15 to 30 Days		31 to 60 Days		61 to 90 Days		91 to 365 days		1 year and over		Total Debt	
	£k	%	£k	%	£k	%	£k	%	£k	%	£k	%	£k	%
Social Care Health & Housing	1,233	10%	457	4%	65	1%	437	4%	416	3%	176	1%	2,784	22%
Children's Services	454	4%	655	5%	70	1%	23	0%	99	1%	62	0%	1,363	11%
Sustainable Communities	285	2%	507	4%	453	4%	1	0%	292	2%	60	0%	1,598	13%
Customer and Shared Services	495	4%	326	3%	29	0%	12	0%	220	2%	221	2%	1,303	10%
Office of the Chief Executive	222	2%	0	0%	0	0%	0	0%	0	0%	10	0%	232	2%
NHS Bedfordshire	745	6%	2,717	22%	392	3%	0	0%	17	0%	0	0%	3,871	31%
Unallocated & Non Directorate	-7	0%	-9	0%	-16	0%	-2	0%	-19	0%	-13	0%	-66	-1%
House Sales	-8	0%	9	0%	47	0%	81	1%	507	4%	224	2%	860	7%
Grants	489	4%	-10	0%	0	0%	0	0%	83	1%	-49	0%	513	4%
GRAND TOTAL	3,908	31%	4,652	37%	1,040	8%	552	4%	1,615	13%	691	6%	12,458	100%
PREVIOUS QUARTER	N/A	-	1,904	15%	5,910	48%	888	7%	3,635	29%	102	1%	12,439	100%

Total Debt 2009/10 and 2010/11



Profile of Debt Over 60 Days



Meeting: Customer & Central Services Overview & Scrutiny Committee
Date: 25 July 2011
Subject: Provisional Outturn Budget Management Quarter 4, 2010/11 Report – Office of the Chief Executive
Report of: Deputy Leader and Executive Member for Corporate Resources
Summary: The report sets out the provisional outturn financial position for 2010/11

Contact Officer: Chief Executive
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

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

Financial:

The financial implications are set out in the report

Legal:

None

Risk Management:

None

Staffing (including Trades Unions):

None

Equalities/Human Rights:

None

Community Safety:

None

Sustainability:

None

RECOMMENDATION(S):

1. **that the Committee**
 - (a) Notes and considers this report.

Introduction

1. The report sets out the provisional outturn for financial year 2010/11.

Executive Summary Revenue

2. The provisional outturn position comprises of under spends of £200k against operational budgets which incorporates proposed transfers of £48k from the corporate redundancy reserve, and £33k against non-operational budgets (e.g. funds held by OCE, and passported to partners or other parts of CBC), which incorporates net contributions of £506k to earmarked reserves. The total outturn position is £233k (4.9%) under budget.
3. The following Table A shows a summary position for both operational and non-operational OCE budgets, with more detailed commentary in the following paragraphs. Appendix A1 provides a more detailed analysis by Head of Service and A2 the movement between the December forecast and the provisional outturn.
4. The provisional outturn variance is largely due to under spends against the staff budget and the postponement until 2011/12 of the implementation of the Customer Relations Management System, the Performance Management System, and the 2010 Residents Survey, together with the abandonment of the 2010 Place Survey.
5. The provisional outturn is unchanged against the forecast position reported in December.

6. Table A

Assistant Director	Budget	Provisional Outturn Variance	Movement since the December Forecast
	£000	£000	£000
Operational Budgets:			
Chief Executive	307	(13)	(1)
Communications	963	(64)	(39)
Strategy and Performance	2248	(123)	69
Sub Total Operational Budgets	3518	(200)	29
Non Operational Budgets:			
Pan Public Sector Working	0	0	0
Invest to Save	800	(24)	(24)
LAA PRG	0	0	0
Target Support Grant	0	0	2
Corporate Subscriptions	152	(9)	(6)
Sub Total Non Operational Budgets	952	(33)	(28)
TOTAL	4470	(233)	1

7. **Chief Executive**

The Chief Executive has a provisional outturn under spend position of £13k which includes a £3k under spend against the staff cost budget and a £10k under spend against the Supplies and Services budget.

8. **AD Communications**

AD Communications has a provisional outturn under spend position of £64k which incorporates proposed contributions of £16k from the corporate redundancy reserve. This under spend, which has decreased by £39k since the forecast position reported in December, includes a £9k over spend against the staff cost budget, a £78k under spend against the Supplies and Services budget and a £5k shortfall against the £25k income budget. The over spend against the staffing budget is due to the periodic employment of agency staff during the year to cover both vacant posts and posts that were temporarily vacant due to long term

sickness absences. The income shortfall relates to the budget for advertising income expected to be generated from New Central advertising revenue. This shortfall has been offset by a £20k reduction in the actual cost of the magazine giving a net under spend position of £15k against the £75k budget. The total £78k under spend against the supplies and services budget also includes a £35k under spend against the AD Communications training, staff advertising, professional services and printing and stationery budgets and a £20k under spend against the E Communications and Consultancy budget due to the postponement of the 2010 Residents Survey and the abolition of the 2010 Place Survey, and to a reduction in planned expenditure for the Web Project and E Communications.

9. The provisional outturn position has decreased by £39k since the forecast position reported in December. This is due to a reduction against forecast for the Web project, the News Central magazine and for training, staff advertising, professional services and printing and stationery.

10. **AD Strategy and Performance - Operational Budgets**

AD Strategy and Performance budgets are split between operational and non-operational, details of the non-operational budget are set out in paragraphs 13 to 15. The AD Strategy and Performance Operational budget has a provisional outturn under spend position of £123k which incorporates proposed transfers of £32k from the corporate redundancy reserve. The outturn position has increased by £69k since the forecast position reported in December.

11. The £123k provisional outturn position includes an £178k under spend against the staffing budget, an £115k under spend against the supplies and services budget, partly offset by an £170k income shortfall due to a year end accounting adjustment to transfer council tax revenue from second homes not being processed. The base budget assumed this adjustment would be made. The under spend against the staffing budget is due to the existence of 4 vacant posts; the Performance Head of Service post, the Performance Improvement Manager post and 2 further posts within the Planning and Programme Management Team. The £115k under spend against the Supplies and Service budget which includes a £5k under spend against the AD Strategy and Performance budget, a £42k under spend against the Performance and Partnership budget and a £68k under spend against the Planning and Programme Management budget is primarily due to:

- The postponement of the 2010/11 LSP forum until 2011/12
- A reduction in expenditure for Stakeholder, Third Sector and CBC Community Events
- A reduction in support and maintenance costs of the Customer Relations Management Systems due to the slippage of the Capital Programme to replace the Management System
- A reduction in subscription costs due to a senior management decision not to renew the subscription to the Local Government Information Unit
- A reduction in expenditure for staff training
- A reduction in for payments to Third Sector Organisations. £8k of funding set aside for SRRC (Show Racism the Red Card) and BREC (Bedfordshire Race Equality Council) was not required as additional work undertaken by these organisations which would have resulted in further funding by the Council is not expected to be undertaken until 2011/12.

12. The provisional outturn position has increased by £69k since the forecast position reported in December. This is due to a £170k income shortfall relating to the end of year accounting transfer for council tax on second homes not having been processed offset by a £14k reduction in staff costs resulting from a decision not to fill the Head of Performance post and an £87k reduction against the Supplies and Services forecast which is primarily due to the postponement of the LSP Forum until 2011/12, a reduction in payments to Third Sector Organisations, a reduction in support and maintenance costs of the Customer Relations Management Systems and a decision not to renew the Local Government Information Unit (LGiU) subscription.

13. **AD Strategy and Performance - Non Operational Budgets**

The AD Strategy and Performance non-operational budget has a provisional outturn under spend position of £33k. This incorporates net proposed contributions of £506k to and from reserves. The outturn position has decreased by £28k since the forecast position reported in December.

14. The £33k outturn position includes a £24k under spend against the Invest to Save (ITS) budget and a £9k under spend against the Corporate Subscriptions budget. The under spend against ITS includes under spends against the Web Strategy Project and the Customer and Shared Services Recovery Programme. Further details of the budget and provisional outturn for each ITS project can be found in paragraph 15. The Targeted Support Grant, LAA Performance Reward grant and Pan Public Sector Working provisional outturn are all to budget.

15. The following table details the provisional outturn position and proposed transfers to reserves for the 2010/11 Invest to Save projects:

Project	Budget	Actual	Proposed transfer to reserves	Provisional Outturn
	£k	£k	£k	£k
Web Strategy	136	105	21	126
Passenger Transport Strategy	238	242		242
Revenue Income Optimisation Project	120	117		117
Customer and Shared Services Recovery Programme	259	243	5	248
Total	753	707	26	733
Unallocated:	47	0	43	43
Invest to Save budget:	800	707	69	776

The proposal for the £43k transfer of the unallocated budget to reserves is to support the Customer and Shared Services Recovery programme in 2011/12.

16. Grant Funding

The £11.657m Area Based Grant (ABG), the £1.547m LAA Performance Reward Grant (LAA PRG) and the £0.086m Target Support Grant are all coordinated within this Assistant Directorate by the Head of Partnerships and Performance.

17. Area Based Grant The total Area Based Grant received by Central Bedfordshire in 2010/11 amounted to £11,657m. This funding stream has now ceased and the Executive has agreed that where this has resulted in redundancies, the LAA PRG will be used to offset an element of these.

18. LAA Performance Reward Grant LAA Performance Reward grant now received to date amounts to £1.547m. Total revenue grant funding amounts to £792k and capital grant funding to £755k. A breakdown of expenditure and commitments against the revenue grant is set out in the table below:

LAA PRG Revenue Grant	
Expenditure to Date:	£
Volunteering Projects	86,500
Community Safety Projects	50,000
Total Expenditure in 2010/11	136,000
Planned Transfers to Reserves:	£
Corporate Redundancy Reserve	481,500
Strategy and Performance Reserve	174,057
Total Transfer	655,557
Total LAA PRG Revenue Grant	791,557

To date only £40k of the capital funding has been committed to the DisabledGo project. The remaining funding will slip into next financial year.

19. Target Support Grant This is a revenue grant of up to £86k from the East of England Regional Empowerment Partnership to contribute towards the cost of activities associated with supporting improvement in empowerment and participation in Central Bedfordshire. All claims for the year have now been submitted and £83k of the total £86k funding available has been claimed. This funding stream ceased to be available at the end of 2010/11. Funding to support this work stream in 2011/12 is however currently held in earmarked reserves.

20. Pan Public Sector Working A funding bid made to Improvement East now provides £200k for implementation activities for the two pilot themes (Phase 1), to further develop shared Customer Insight functionality across partners and to kick-start future Pan Public Sector Working opportunities. Monitoring information will need to be submitted to Improvement East in order to draw down the funding. To date £92k of the available funding has been utilised and claimed from Improvement East leaving a balance of £108k for use in 2011/12. In addition, £35k under spend from the pilot budget and £26k under spend from the shared Customer Insight pilot work (funded by IDeA and received in 2009/10) has been

ring-fenced and now carried forward into 2011/12.

21. Budget Transfers. There were no budget transfers during in the quarter.

Capital Position

22. Details of the OCE Capital programme is shown at Appendix B
23. The following Table B shows a summary of capital projects including the slippage into 2011/2012 and the LAA grant funded scheme.
24. Table B – Expenditure only (excludes grant funding)

Title	Budget Expenditure £000s	Provisional Outturn £000s	Slippage to 2011/12 £000s
LPSA and LAA Grant Payout – (Slippage of £697k from 2009/10). LSP agreement is required to use this grant.	697	40	657 *
LAA PRG Capital Reward Grant	690	0	690 *
Performance Management System	90	0	90
Web Strategy	170	55	115
Net Expenditure	1,647	56	1,552 *

* £1,347k (£657k plus £690k) is funded by grant, so has no net impact on expenditure. Net expenditure, after grant funding, of proposed slippage is £205k.

Revenue Virement Requests

25. There are currently no proposed virements over £100k.

Key Risks and Opportunities

26. During the year, a financial risk associated with the publication of News Central was identified. This risk was mitigated by the setting up a £75k budget in year drawn from existing resources. The final provisional outturn position for News Central is £15k under this budget.

Achieving Efficiencies

27. A number of efficiency savings are built into the 2010/11 base budget. A full analysis of efficiencies, all of which were delivered, is provided at Appendix C.

Reserves position

28. Appendix D shows the full list of reserves for OCE. The total balance that was available on the 1st April 2010 was £290k. There has been no in year movements against these reserves. Proposed end of year reserves transfers include £69k from the Invest to Save budget and £438k of LAA PRG grant. These proposed transfers would result in a reserve balance of £797k, £482k of which is being transferred to a Corporate Reserve to cover redundancy costs associated with staff funded from the Area Based Grant. Including proposed transfers, the closing balance against the OCE Earmarked Reserves is currently £315k.

Debt analysis

29. There is currently one debt greater than £10k. This debt is for £218k and relates to an invoice raised to Bedford Borough Council for LAA PRG income due.

Appendices:

Appendix A1 – Net Revenue Position Full Analysis

Appendix A2 – Movement between latest expected variance and December forecast variance

Appendix B – Capital Monitoring

Appendix C – Efficiencies

Appendix D – Earmarked Reserves

Background Papers: None

Location of papers: Technology House, Bedford

Appendix A1

March 2011

NET REVENUE POSITION Full Analysis

	Annual Budget A	Provisional Outturn Year B	Full Year Variance B-A	Proposed transfers from earmarked reserves D	Proposed transfers to reserves E	Total F B+D+E	Outturn Variance after Proposed Transfers To and From Reserves E F A	Report Para Ref
	£000	£000	£000	£000	£000	£000	£000	
OFFICE OF THE CHIEF EXECUTIVE								
Chief Executive	307	293	(13)	0	0	293	(13)	7
Sub Total Chief Executive	307	293	(13)	0	0	293	(13)	
AD Communications	179	152	(27)	(7)		152	(27)	
Corporate Communications	0	7	7			(0)	(0)	
Business Development	214	195	(20)	(9)		186	(29)	
Internal Communications	174	176	2			176	2	
External Communications	216	229	13			229	13	
E Communications and Consultation	180	157	(23)			157	(23)	
Sub Total Communications	963	915	(47)	(16)	0	899	(64)	8 to 9
AD Strategy and Performance	156	151	(4)			151	(4)	
Planning and Programme Management	1,112	1,038	(74)	(32)		1,007	(106)	
Performance and Partnerships	980	966	(13)			966	(13)	
Sub Total Strategy and Performance	2,248	2,156	(92)	(32)	0	2,124	(123)	
Sub Total Operational Budgets:	3,518	3,365	(152)	(48)	0	3,317	(200)	10 to 12
OCE Non-Operational Budgets								
Pan Public Sector Working	0	(0)	(0)			(0)	(0)	
Invest to Save Programme	800	707	(93)		69	776	(24)	
Local Area Agreement	0	0	0	0	0	0	0	

Appendix A1

March 2011

NET REVENUE POSITION Full Analysis

	Annual Budget A	Provisional Outturn Year B	Full Year Variance B-A	Proposed transfers from earmarked reserves D	Proposed transfers to reserves E	Total F B+D+E	Outturn Variance after Proposed Transfers To and From Reserves F A	Report Para Ref
	£000	£000	£000	£000	£000	£000	£000	
OFFICE OF THE CHIEF EXECUTIVE								
LAA Performance Reward Grant	0	(438)	(438)		438	(0)	(0)	
Targeted Support Grant	0	1	1			0	0	
Corporate Subscriptions	152	143	(9)			143	(9)	
Sub Total Non Operational Budgets	952	413	(539)		507	919	(33)	13 to 20
Total Office of the Chief Executive	4,470	3,778	(691)	(48)	507	4,236	(233)	

Movement between March Outturn variance and December forecast variance Appendix A2

Office of the Chief Executive	March Variance (Actuals)	December Variance (Forecast)	Change (- decrease)	Commentary
	£000	£000	£000	
Operational Budgets:				
Chief Executive	(13)	(12)	(1)	This movement is primarily due to a reduction in actual against forecast spend for Car Mileage and Professional Service costs.
Sub Total Chief Executive	(13)	(12)	(1)	
AD Communications	(27)	(18)	(9)	This movement is primarily due to a reduction in actual against forecast spend for training, staff advertising, printing and stationery costs
Corporate Communications	(0)	1	(1)	This movement is due to a reduction in actual against forecast for car allowances
Business Development	(29)	(19)	(10)	This movement is due to a reduction in actual against forecast for New Central Expenditure
Internal Communications	2	8	(6)	This movement is due to a primarily due to a reduction in actual against forecast for Advertising and Publicity expenditure
External Communications	13	17	(4)	This movement is primarily due to a reduction in actual against forecast for Advertising and Publicity and subscriptions expenditure
E Communications and Consultation	(23)	(13)	(10)	This movement is primarily due to a reduction in actual against forecast for Website Development and printing and stationery expenditure
Sub Total Communications	(64)	(24)	(39)	
AD Strategy and Performance	(4)	(2)	(2)	This movement is primarily due to a reduction in actual against forecast for Training costs

Appendix A2

Movement between March Outturn variance and December forecast variance

Office of the Chief Executive	March Variance (Actuals)	December Variance (Forecast)	Change (- decrease)	Commentary
	£000	£000	£000	
Planning and Programme Management	(106)	(90)	(16)	This movement is primarily due to a reduction in actual against forecast payments to Third Sector organisations (BRCC and SRCC) and a reduction in support and maintenance costs of the Customer Relations Management System due to the slippage of the Capital Programme to replace the Management System until 2011/12.
Performance and Partnerships	(13)	(100)	87	
Sub Total Strategy and Performance	(123)	(192)	69	
Sub Total Operational Budgets:	(200)	(228)	29	
Non Operational Budgets:				

Appendix A2

Movement between March Outturn variance and December forecast variance

Office of the Chief Executive	March Variance (Actuals) £000	December Variance (Forecast) £000	Change (- decrease) £000	Commentary
Invest to Save Programme	(24)	-	(24)	This movement is primarily due to a £10k under spend against forecast for the Web Strategy project and a £13k under spend against forecast for the Recovery project. It should be noted that this variance includes a £69k proposed transfer to reserves.
LAA Performance Reward Grant	(0)	-	(0)	This movement is due to an increase in actual against forecast agency staff costs.
Targeted Support Grant	0	(2)	2	This movement is primarily due to a reduction in actual against forecast spend for the CBC contribution to the costs of Director of Public Health.
Corporate Subscriptions	(9)	(3)	(6)	
Sub Total Non Operational Budgets:	(33)	(5)	(28)	
Total Office of the Chief Executive	(233)	(233)	1	

CENTRAL BEDFORDSHIRE CAPITAL REVIEW 2010/2011

Office of the Chief Executive

Mar-11

Title and Description of the Scheme	Revised 2010/11 Budget			Actual Spend 2010/11			Full Year Variance			Over / under spend			Slippage to 2011/12		
	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s
2010/11 Starts:															
LPSA & LAA Grant payout The funding is reward grant based on the achievement by partners of joint outcomes and targets agreed with central government via the regional office. An element of the total reward grant is for revenue funding and this is being dealt with separately.	1,387	(1,387)	0	40	(40)	0	(1,347)	1,347	0	0	0	0	(1,347)	1,347	0
Performance / Complaints Management System: To introduce a corporate software system or systems which will allow us to: Effectively monitor, report and improve on our performance Analyse and plan for effective risk management Enable multi user access (officers and Members) to provide up to date performance information	90	0	90	0	0	0	(90)	0	(90)	0	0	0	(90)	0	(90)
Web strategy - The Council's web strategy project has 3 strategic objectives: • To generate efficiencies • To support democratic engagement • To improve customer service	170	0	170	55	0	55	(115)	0	(115)	0	0	0	(115)	0	(115)
Total 2010/11 Starts:	1,647	(1,387)	260	95	(40)	55	(1,552)	1,347	(205)	0	0	0	(1,552)	1,347	(205)
Total Capital 2010/11	1,647	(1,387)	260	95	(40)	55	(1,552)	1,347	(205)	0	0	0	(1,552)	1,347	(205)

Targeted Efficiency Savings Monitoring - Summary

Month:

Mar-11

Service Area	2010/11 Budget £m	Comments (please include here explanations around the current status of the efficiency i.e why it is or is not on target and the full year implications)	Month			Year to date			Full Year			
			Budget £m	Actual £m	Variance	Budget £m	Actual £m	Variance	Budget £m	Forecast £m	Variance	
Office of the Chief Executive												
Efficiencies												
Communications	0.015	Via reduced spend - on track				0.015	0.015		0.015	0.015		
Corporate Efficiencies	0.015	Via economies of scale and efficient procurement	0.005	0.005		0.015	0.015		0.015	0.015		
Policy, Partnerships & Performance	0.119	Via reduced spend & frozen posts - on track	0.002	0.002		0.119	0.119		0.119	0.119		
SMR Review	0.056	On track	0.006	0.006		0.056	0.056		0.056	0.056		
TOTAL	0.205		0.013	0.013		0.205	0.205		0.205	0.205		

Updated on : 31st March 2011

OFFICE OF THE CHIEF EXECUTIVE

Appendix D

	Balance as at 1/4/2010	Planned Use 2010/11	Planned Transfers to Reserve 2010/11	Transfers from Corporate Reserves 2010/11	Proposed Balance as at 31/3/11
	£000's	£000's	£000's	£000's	£000's
Earmarked Reserves and Carry Forwards					
OCE Reserves:					
Climate Change	0	0	0	0	0
Sustainable Neighbourhood	48	0	0	0	48
LAA Multi Area Agreement	0	0	0	0	0
Business Transformation Programme	0	0	0	0	0
Local Area Agreement PRG	218	0	438	(482)	174
Implementation of Community Engagement Work	6	0	0	0	6
Targeted Support for Empowerment Improvement Project	18	0	0	0	18
Invest to Save	0	0	69	0	69
Total planned use of OCE Reserves:	290	0	507	(482)	315
Reserves not held by OCE:					
Redundancies Reserve		(49)		482	
Total	0	(49)	0	482	
Total Planned Use of Reserves:	290	(49)	507	0	

Meeting: Customer & Central Services Overview & Scrutiny Committee
Date: 25 July 2011
Subject: Provisional Outturn Budget Management Quarter 4
2010/11 Report – Customer & Shared Services
Report of: Deputy Leader and Executive Member for Corporate Resources
Summary: The report sets out the provisional outturn for the financial year 2010/11.

Contact Officer: Chief Executive
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

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

Financial:

The financial implications are set out in the report

Legal:

None

Risk Management:

None

Staffing (including Trades Unions):

None

Equalities/Human Rights:

None

Community Safety:

None

Sustainability:

None

RECOMMENDATION:

1. that the Committee

Notes and considers this report

Introduction

1. The report sets out the provisional outturn for the financial year 2010/11.

Executive Summary Revenue

2. The Director of Customer and Shared Services budget 2010/11, excluding Contingency & Reserves, is set at £37,885k.
3. The provisional outturn position following planned use of reserves identifies pressures of £2,696k (7.1%).
4. The main areas of overspend are in Assets, Finance, People and Systems. They can be identified as:
 - Systems: staffing and contractor cost pressures, IT support and maintenance costs;
 - staff cost pressures in Finance, as a result of maternity cover, restructuring delays, salary protection and the use of interims particularly in the Revenues and Benefits team to address backlogs and increased demands, together with a repayment of Housing Benefit subsidy from 2008/09;
 - in Assets income levels have proved difficult to achieve due to recessionary pressures and accommodation costs have increased where costs had previously been capitalised.
 - In People, staffing pressures due to the loss of transitional funding and has been reported since quarter 1.
5. This outturn represents an increase of £562k since the quarter 3 report.

The main changes are in Assets, due to the capitalisation and increased accommodation costs, and in Finance as a result of the repayment of a subsidy claim for 2008/09. The release of the single status provision, which is no longer needed has offset these pressures to some degree
6. The following Table A shows a summary position analysed by Assistant Director, with more detailed commentary in the following paragraphs. Appendix A1 provides a more detailed analysis by service budget and Appendix A2 the change in forecast position to Year End outturn since the last report.

7. Table A

Assistant Director	Budget	Provisional Outturn Variance	Movement since the December Forecast
	£000	£000	£000
Dir. Customer & Shares Services	457	(125)	(49)
AD Customer & Systems	9,117	368	(178)
AD Finance	3,825	992	346
AD People	1,833	538	(1)
Head of Legal & Democratic	2,633	(379)	(126)
AD Assets	4,583	1,650	854
Release of Single Status provision	0	(325)	(325)
Sub Total Customer & Shared Services Operational	22,448	2,719	521
Corporate Costs	15,437	(23)	41
Sub Total before Contingency & Reserves	37,885	2,696	562
Contingency & Reserves	4,077	(1,289)	(189)
Director of Customer & Shared Services	41,962	1,407	373

8. **Assistant Director – Customer & Systems**

Head of ICT

Of the net pressures of £368k within AD Customer & Systems, £758k has been identified in ICT, of which £668k relate to staff and contractor costs; high consultancy costs are due to back fill for project work and SAP support to cover vacancies. There is a MFD pressure of £70k and an unachievable income target of £276k built into base budget for services no longer carried out by ICT. These pressures have been partly offset by furniture & equipment and other savings.

Head of Customer Services

There is an under spend in the region of £330k against staff costs in Customer Services as vacancies are not being filled to meet efficiency targets, and release of Contingency £22k and a pressure of £24k in Coroners Service due to under funding of HM Coroners post offset by an under spend of £26k within Registration Services due to an increase in income.

9. **Assistant Director – AD Finance**

AD Finance

There is an under spend of £70k following a review of expenditure, partly offset by a forecast net pressure of £30k for completion of IBS project.

Revenues & Benefits

Customer Accounts shows a net forecast pressure of £769k, mainly due to a £819k overspend on Contractor costs following the systems conversion; agency staff have been retained longer than anticipated whilst building on the skills base, and a pressure due to repayment of Mid Beds Benefit 08/09 Subsidy £214k together with an increase in Housing Benefit payments of £184k. This has been partially offset by salary slippage of £338k and increased Admin Subsidy £107k in line with DWP 2010/11 Mid Year Estimate Form.

In Revenues there is a pressure in staff costs of £115k due to posts previously funded from transitional budget together with an inability to achieve vacancy savings, and unbudgeted Appendix E costs. There is also a £72k pressure on bank and card charges. These are partly offset by an under spend in Printing and Stationery of £10k, additional income of £19k from DCLG for 'Efficiency on Council Tax bills' and 'New burdens business rate relief', and £17k income from credit card surcharges from customers.

Financial Management

There is a forecast pressure of £82k largely due to Agency Staff covering vacant posts and maternity leave, delay in implementing the restructure, salary protection associated with the restructure, and a loss of income £7k due to training facility not being available in Bursary Services.

Financial Strategy

There is a net forecast pressure of £75k mainly due to agency staff filling vacant posts, partly offset by additional income from commission from Schools buy back and legal insurance cover within Insurance Management.

Audit

There is a £7k pressure mainly due to a delay in the Senior Management review.

10. **Assistant Director – People**

AD People has a year end outturn pressure of £538k against a budget of £1,833k.

The Year End position includes a £607k pressure against the HR staff cost budget, a £42k pressure against the Heart Supply Agency budget, a £34k pressure against the Occupational Health budget and a £168k pressure against the Payroll Processing budget. These pressures are partly offset by Year End under spends of £155k against the Organisational Development and Corporate Training budget and £35k against the Health and Safety professional services budget.

The pressure against the staff cost budget is due to a reduction in the staff cost budget since 2009/10 which has not yet been offset by a corresponding reduction in staff numbers.

The pressure against the Heart Agency Supply budget is due to the loss of one of the Agency's key customers, Greys Education Centre.

The pressure against the Occupational Health budget is due to the actual costs for quarter one, quarter two and quarter three being higher than costs for 2009/10 upon which the reduced budget was based. This budget was reduced earlier in the financial year when £70k was transferred to the HR staffing cost to help mitigate the staff cost pressures.

Since 2009/10 the Income budget for the CRB team has increased by £15k. In order to generate this additional income, HR will need to ensure that they review the current level of their administrative charge which is applied to external customers and fully funded schools.

11. **Head of Legal & Democratic**

There is a year end outturn under spend of £379k against a budget of £2,633k.

The actual outturn includes savings of a part year salary cost for AD Governance and Head of Democratic Services posts, together with unbudgeted procurement rebates.

In respect of the Legal Services, there were in particular pressures on the salaries budget caused by the continuing need to employ a locum lawyer to cover the vacancy in the Adults, Children and Education team. Two of the posts were filled within the year but one still remains vacant. There was also a problem with the income target which was set for 2009/10 and had been increased in 2010/11; the target assumes that income will be generated from legacy BCC external contracts which were not passed to CBC on 1 April 2009. In addition to this, income from section 106 agreements etc. has suffered as a result of the downturn in the housing market, a shortfall of £17k.

12. **Assistant Director – Assets**

AD Assets year end outturn pressure of £1,650k against a budget of £4,583k. This is due to a number of reasons:

A £495k pressure against 'Your Space' as a result of removal costs which could not be capitalised.

Pressures surrounding income achievement, £132k of Kingsland College income that will not be received and £73k of Farm Estate rent income that was overstated in the

forecast.

Unexpected rates charges of £141k on various properties throughout Assets.

Pressures surrounding staffing costs within Property Business and Maintenance and FM of £159k.

There are pressures within Surplus Properties and Bedford Square of £172k mainly due to cleaning contract within Bedford Square and the general running costs of the building within Surplus Properties.

Furthermore a pressure of £310k relates to costs associated with County Hall, Melbourne House, Vernon Place and Technology House

Additionally, there is a pressure of £152k in School Meals, partly due to an unrealisable income target transferred over from Children's Services.

13. **Corporate Costs and Contingency & Reserves**

The Single Status Reserve (£325k) has been released.

There is a pressure of £1M as a result of some PRC Pension costs being omitted from the budget.

Debt Management costs are £1.154M under budget (a minimum underspend of £1M had been forecast, to cover the PRC pressure).

Following a review, an additional £200k has been contributed to the insurance reserve.

There is a £83k saving in Audit Fees due to a reduced amount of work being carried out.

A release of old balances for uninvoiced goods receipts, together with additional HRA recharges has produced £1.3M, which has been used to make a contribution to the redundancy reserve.

Within Contingency & reserves, the transfer to reserves has been reduced by £1,100k. Of this, £400k is as a result of the 2009/10 accounts producing a higher general fund balance than expected, and £700k is a release of contingency, largely funding unbudgeted Appendix E costs. Additionally, there has been an underspend of £189k against Contingency Costs.

14. **Executive Summary Capital Position**

The following Table B shows a summary of capital outturn position for 2010/11 and Appendix B provides more detailed breakdown by scheme.

The following are currently proposed scheme slippages:

Enterprise Content Management (KEY ECM) £59k

Optical Character Recognition £84k

Legal Services Case Management System £11k

Corporate Property Block Budget £1,750k (of which £1,000k was assumed in the build of the 2011/12 capital budget)

T Gov Partnership & Partnership of Mid Beds (CRM) £279k (of which £75k was assumed in the build of the 2011/12 capital budget)

Additional Construction Works – Technology House £139k

Points of Presence £50K

Additionally, there is a under spend of £922k against the Medium Term Accommodation Programme (Your Space) including Relocation of Data Centre, a £5k under spend against Istop Kiosks, a £195k under spend against HAZ Manor Demolition, a £71k under spend against Corporate Property Block and a £45k under spend against the Legal Services Case Management System. ICT is forecasting a £601k overspend against budget, for commencement of the CBC Network Project which is included in schemes within the proposed capital programme for 2011/12.

Table B

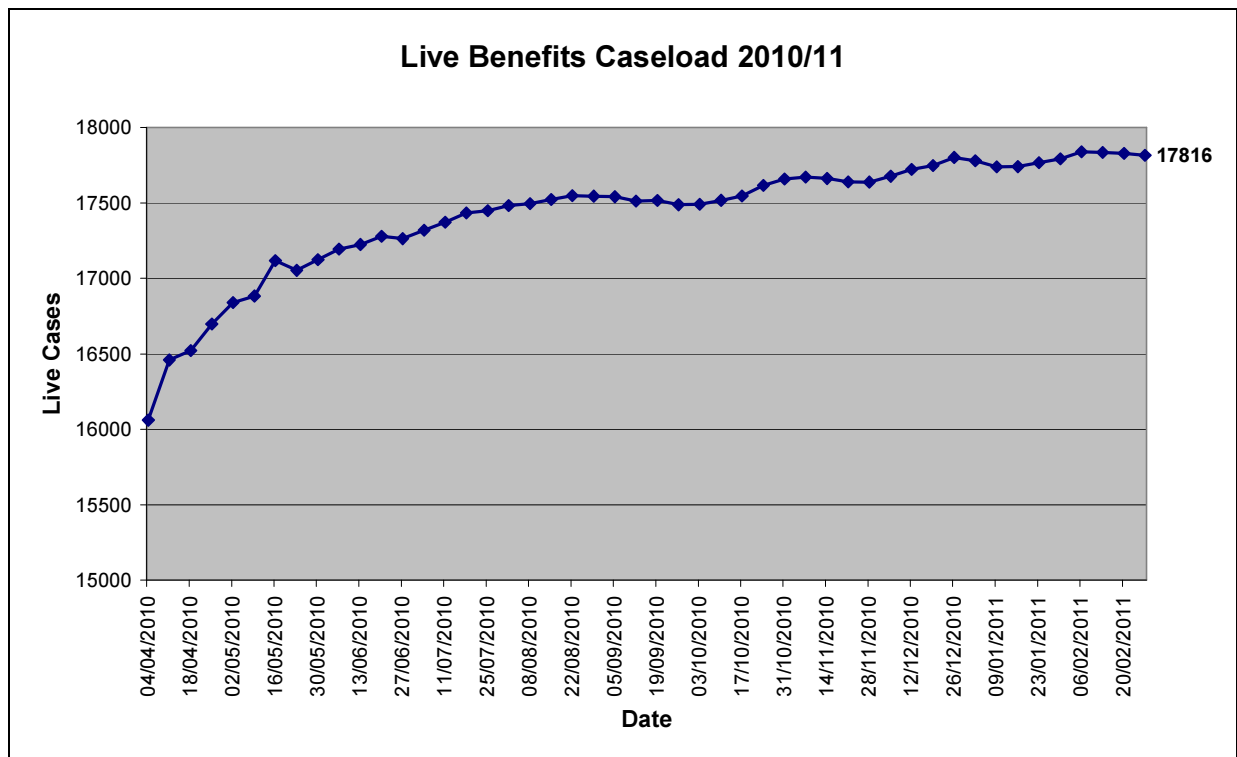
Title	Net Budget to date	Outturn	Slippage to 2011/12
	£000	£000	£000
Pre 2010/11 Starts	4,910	2,961	(1,348)
2010/11 Starts	2,883	1,823	(1,024)
Total	7,793	4,784	(2,372)

Revenue Virement Requests

15. There were no virements over £100k in March.

Key Cost Drivers

16. Benefits Caseload - The number of live Benefits cases within Customer Accounts has had a large impact on the budget. The chart below as at 28th February 2011 (March report not yet available due to a system issue) shows a large increase in the number of cases this year. This has resulted in additional posts being needed, which are currently being filled by contractors in order to meet the demand.



Achieving Efficiencies

- 17. A number of efficiency savings are built into the 2010/11 base budget. There is a shortfall in achievement of these efficiencies of £217k. A summary is provided in Appendix C

Reserves position

- 18. The reserve position is provided in Appendix D.

Debt analysis

- 19. The debt position is provided in Appendix E.

Appendices:

- Appendix A1 – Net Revenue Position Full Analysis
- Appendix A2 – Movement between latest expected variance and January forecast variance
- Appendix B – Capital Monitoring
- Appendix C – Efficiencies
- Appendix D – Earmarked Reserves
- Appendix E – Debt Analysis

Background Papers: None

Location of papers: Technology House, Bedford.

NET REVENUE POSITION - Full Analysis

Appendix A1

	Profiled Budget		Actual to Date		Variance		Proposed transfers to earmarked reserves		Proposed transfers from earmarked reserves		Provisional Outturn Variance		Notes
	£000		£000		£000		£000		£000		£000		
Director of Customer & Shared Services	326		234		(91)		0		(91)				Savings due to Senior Management Review, and general review of expenditure.
Service Development	131		116		(16)		17		(33)				Savings due to review of Salary costs.
Sub Total Director of Customer & Shared Services	457		350		(107)		17		(124)				
AD Customer and Systems	135		122		(14)		0		(14)				Vacant posts not being filled to meet efficiency target within Customer Services. Increase in income in Registration Services, being partly offset by an overspend in Coroner's salary.
Head of Customer Services	2,848		2,477		(371)		5		(376)				
Head of Systems (operations)	3,213		3,477		264		29		235				A pressure in ICT Infrastructure & Support - Large pressure in Agency and Prof Serv Consultancy (£346k), Computer Maintenance costs (£182k), MFD charges £70k and an unachievable income target of (£146k). This has been offset by under spend in Salary costs (-£233k) for vacancies and savings in Furniture and Equipment (-£90k). Release of surplus grants received in advance on winding up of Contact Point (£82k).
Head of Systems (strategy & assurance)	2,920		3,443		523		0		523				A pressure of £523k has been identified. Major pressures are Salary costs of £136k and Agency and Consultancy costs of £419k. Consultancy costs are back fill for project work and SAP support to cover vacancies. There is also an unachievable income target of £130k. A specific provision against a sales invoice has been raised £57k. These pressures are partly offset by saving in Furniture & Equipment £43k, and SAP licence income £15k, and a net underspend in Software and Hardware Maintenance costs £148k.
Sub Total Customer & Systems	9,117		9,519		402		34		368				
AD Finance	104		64		(40)		0		(40)				An underspend of £70k due to a review of salary costs, consultancy costs, printing and stationery costs, computer costs and conference expenses, offset by a £30k overspend on the IBS Project.
Revenues & Benefits	1,033		1,956		923		54		869				A variance of £869k is largely due to a pressure on Contractors within Customer Accounts of £819k and an increase in HB Payments £184k, a repayment of Mid Beds Benefit 08/09 Subsidy £214k, Printing and Stationery costs £38k. Consultancy costs £19k. These are partly offset by an increase in Admin Subsidy of £107k, vacancy savings of £338k and government grants (-£65k). Within Revenues there is a pressure in salary costs of £116k due to the funding of posts previously funded from transitional costs together with an inability to meet the vacancy saving target as a result of there being no posts vacant. There is also a pressure within Bank and Card Charges of £72k, partially offset by an underspend in Printing and Stationery(-£10k) Government Grants(£19k) and and (£17k) income from credit card surcharges from customers.

NET REVENUE POSITION - Full Analysis

Appendix A1

	Profiled Budget		Actual to Date		Variance		Proposed transfers to earmarked reserves		Proposed transfers from earmarked reserves		Provisional Outturn Variance		Notes
	£000		£000		£000		£000		£000		£000		
Financial Management	1,231		1,321	91		9		82					The variance is largely due to a delay in implementing the restructure, together with the cost interims covering vacancies and maternity leave. Additionally, Bursary Services has a £7k pressure mainly due to income being lower than anticipated.
Head of Financial Strategy	1,000		1,132	131		56		75					There is a pressure due to the cost interims of covering vacancies, partly offset by salary slippage and additional income from commission from Schools buy back and legal insurance cover within Insurance Management.
Control Accounts	0		0	0		0		0					
Head of Audit	456		463	7		0		7					There was a delay in implementing the Senior Management review, resulting in salary cost pressures.
Sub Total AD Finance	3,825		4,936	1,111		119		992					
Head of HR Strategy	1,819		2,559	740		139		601					Variance of £531k mainly due to pressures of £475k against the staff cost budget, £5k against the Supplies and Service budget and £98k against the payroll processing budget. These pressures are partly offset by a the receipt of £47k of unbudgeted income. The unbudgeted income relates to charges raised for SAP access, recharges to schools for Mediation Services and income transferred to HR for admin costs relates to Salary Sacrifice Schemes.
Head of HR Operations	(244)		(152)	92		0		92					Variance of £92k due to budget pressures of £43k against the Heart Supply Agency due to the loss of some major customers, £34k against Occupational Health due to actuals costs incurred to date exceeding budget, a pressure of £8k within Schools' HR Service and a pressure of £7k against the CRB trading fund.
Head of Recruitment Development	258		102	(155)		0		(155)					Variance of £155k due to forecast under spends within Corporate Training of £96k and Organisational Development of £59k.
Sub Total AD People	1,833		2,509	677		139		538					
Governance & Monitoring Officer	134		160	26		59		(33)					Part year vacancy of the AD Governance post.
Head of Procurement & Contract Management	535		346	(189)		0		(189)					The underspend is due to the unbudgeted procurement rebates income and income due to claiming back overpayments of services.
Head of Legal Services	1,087		1,162	75		0		75					The pressure of £75k is mainly due to the cost of agency staff costs covering specialist posts.
Head of Democratic Services	878		538	(340)		37		(231)					Variance is as a result of vacancies within Democratic Services, and a steady flow of searches despite the loss of Home Information Packs within Local Land Charges.
Sub Total Head of Legal & Democratic	2,633		2,206	(426)		96		(378)					
AD Assets	6		63	57		33		24					Variance is due to additional cost of interim cover for the AD Assets post.

NET REVENUE POSITION - Full Analysis

Appendix A1

	Profilled Budget		Actual to Date		Variance		Proposed transfers to earmarked reserves		Proposed transfers from earmarked reserves		Provisional Outturn Variance		Notes
	£000		£000		£000		£000		£000		£000		
Head of Assets	437		1,124		687		11		676				There is a year end outturn pressure of £676k within Head of AD Assets, the key items being £495k of Your Space revenue costs (largely removal services which couldn't be capitalised), £150k within Business Units due to a increase in rent expenditure, £163k pressure on income within Farm Estates and £94k pressure due to expenditure on surplus property costs. This is partly offset by the net savings of £226k within Property contracts and Capital development for bring Mouchel 'in house'.
Maintenance & FM - Staff & Ove	4,140		5,201		1,061		111		950				There is a year end outturn pressure of £950k within Maintenance & Facilities Management, of this there is a pressure of £310k relates to the savings from County Hall, Melbourne House and Vernon Place to support costs of Technology House. A pressure of £229k within Bedford Square is due to pressure of rates charges, cleaning contract and security costs. £196k pressure within the Maintenance and FM salaries budget. Additional pressures exist within school catering contract £152k relating to School Meals, partly due to an unrealisable income target transferred over from Children's Services. Lastly, a income
Sub Total AD Assets	4,583		6,387		1,805		155		1,650				
Release of Single Status Provision	0		0		0		325		(325)				Release of single status provision- transfer from reserves
Director of Customer & Shared Services - Operational	22,447		25,907		3,460		885		2,721				
Corporate Costs													
Debt Management	10,963		9,777		(1,186)		0		(1,186)				A review of debt financing is forecast to yield a £1m underspend against full year budget.
Audit Fees	509		426		(83)		0		(83)				Final review of expected audit fees (carried out in March) shows underspend against budget.
Insurance	676		876		200		0		200				Pressure around Members' ICT allowances and other unbudgeted costs.
Members' costs	1,335		1,368		33		0		33				Pressure around Pension Costs, due to miscalculated budget build.
Premature Retirement Costs	1,954		2,954		1,000		0		1,000				Additional HRA recharge, following a review of costs.
Corporate HRA Recharges	0		(132)		(132)		0		(132)				Release of old goods received (c. £1.2M) but not invoiced transactions, offset by a contribution to the redundancy reserve (£1.3M).
Release of GR/IR balances	0		(1,156)		(1,156)		1,300		144				
Sub Total Corporate Costs	15,437		14,146		(1,323)		0		(23)				
Director of Customer & Shared Services, before Contingency & Reserves	37,884		40,053		2,137		885		2,698				
Contingency & Reserves	4,077		0		(4,077)		0		(1,289)				Revised forecast contribution to reserves due to larger than forecast general fund balances available (£400k) and funding of Appendix E costs (£700k), £189k underutilised contingency.
Director of Customer & Shared Services	41,960		40,053		(1,940)		885		1,409				

Movement on Forecast compared to previous month

Appendix A2

Customer and Shared Services	Full Year Forecast Variance as at March	Full Year Forecast Variance as at December	Forecast Variance Movement	Commentary
	£000	£000	£000	
Director of Customer & Shared Services	-91	-57	-35	Release of £25k Contingency and general underspends £10k.
Service Development	-34	-19	-15	Underspend due to salary costs.
Sub Total Director of Customer & Shared Services	-125	-76	-49	
AD Customer and Systems Head of Customer Services	-14 -376	-14 -103	0 -273	Movement mainly due to underspend in staff costs £143k due to Harmonisation not taking place and Appendix E costs £37k, net income from Customer Access Point Grant £23k, underspend in Rates £10k, Building Repairs £6k, Contingency £22k and General Expenses £10k within Customer Services. £27k underspend in Registration services due to an increase in forecast income (£59k), underspend in salary costs £14k, offset by an overspend in general expenditure £29k and a reduction in recharges £17k.
Head of Systems (operations)	235	-59	294	£249k maintenance costs higher than forecast (largely due to prepayment of costs being lower than expected). £110k agency costs couldn't be capitalised. £69k net MFD pressure (£99k under recovery of recharges less £30k credit due from Annodata) largely due to part year usage in 2010/11. These are partly offset by various under spends.
Head of Systems (strategy & assurance)	523	722	-199	Underspend due to (£270k) underspend ICT Software and Maintenance costs offset by a £57k specific provision for a disputed sales invoice and a £31k over spend in Salaries and general under spends (£17k).

Movement on Forecast compared to previous month

Appendix A2

Customer and Shared Services	Full Year Forecast Variance as at March	Full Year Forecast Variance as at December	Forecast Variance Movement	Commentary
	£000	£000	£000	
Sub Total Customer & Systems	368	546	-178	
AD Finance Revenues & Benefits	-40 869	-20 486	-20 383	Customer Accounts - Overspend mainly due to repayment of Mid Beds Benefit 08/09 Subsidy £214k, Housing Benefit payments £67k, and higher than forecast spend on Agency costs £177k, offset by (£56k) Government grant receipts.
Financial Management	82	111	-29	£15k underspend in staff costs, £8k recharges for centrally funded admin charge, offset by a £13k overspend in Printing & Stationery costs due to MFD recharges. In Bursary Services income higher than anticipated £147k offset by increase in Professional Services £108k, Salary costs £20k and £7k general overspends.
Head of Financial Strategy	75	59	16	Financial Strategy/Debt Management -Overspend due to Agency Staff £36k, Consultancy costs £24k and Bank & Card Charges £16k, offset by a £15k underspend in salaries.
Head of Audit	7	11	-4	Insurance Management income higher than anticipated (£23k) and an underspend Professional Services £17k.
Sub Total AD Finance	992	646	346	£4k underspend salary costs.
Head of HR Strategy	601	606	-6	

Movement on Forecast compared to previous month

Appendix A2

Customer and Shared Services	Full Year Forecast Variance as at March	Full Year Forecast Variance as at December	Forecast Variance Movement	Commentary
	£000	£000	£000	
Head of HR Operations	92	44	48	Movement due to a £8k increase in the actual cost of Occupational Health, a £17k increase in cost for the Heart Trading fund, a £16k income shortfall against forecast for School's HR and a £7k increase against forecast for the CRB Trading Fund.
Head of Recruitment Development	-155	-112	-43	Actual costs for OD were £19k below forecast and for Corporate Training actual costs were £24k below forecast due to underspends in Catering and Printing and Stationery costs.
Sub Total AD People	538	539	-1	
Governance & Monitoring Officer	-33	-29	-4	Various minor movements
Head of Procurement & Contract Management	-189	-151	-38	Movement is a result of recovering overpayment of services in 2009/10.
Head of Legal Services	75	91	-16	A £10k underspend against forecast in Legal Services and a £6k underspend against forecast in Education Appeals Team.
Head of Democratic Services	-231	-165	-67	The movement of £67k mainly due to a £14k underspend against forecast in Committee Services, a £28k underspend within Democratic Representation against forecast due to a (£18k) contribution from Beds Borough and an underspend in Postage £10k. In Registration of Electors a £43k underspend mainly due an underspend in Canvass Fees. These are partly offset by a £22k shortfall in LLC income.
Sub Total AD Governance Monitoring Officer	-378	-253	-124	

Movement on Forecast compared to previous month

Appendix A2

Customer and Shared Services	Full Year Forecast Variance as at March	Full Year Forecast Variance as at December	Forecast Variance Movement	Commentary
	£000	£000	£000	
AD Assets Head of Assets	24 676	49 92	-25 584	Underspend in Interim AD costs. The movement of £584k within Head of Assets due to; 1 - £298k pressure on "Your Space" due to inability to capitalise storage facilities costs. 2 - £88k pressure on Farm Estate due to £67k of income overstated on the forecast. 3 - Unexpected rates charge of £17k on Surplus Properties and £25k cost of Baystrait House charge resulting in an £44k pressure for Surplus Properties. 4 - A £63k pressure on Property Contracts due to Mouchel fees. 5 - £34k pressure on Public Convs due to £10k overspend on cleaning supplies and £25k unexpected rates charge. 6 - £29k pressure on Industrial Units and Estates due to £22k rates in dispute and various minor adjustments. 7 - A £32k pressure on Community Leases & Licences due to £27k unexpected rates charges and various minor variances.

Movement on Forecast compared to previous month

Appendix A2

Customer and Shared Services	Full Year Forecast Variance as at March	Full Year Forecast Variance as at December	Forecast Variance Movement	Commentary
	£000	£000	£000	
Maintenance & FM - Staff & Over	950	655	295	The movement of £295k within Maintenance and FM is due to; 1 - Technology house being funded by savings from County Hall, Melbourne House and Vernon Place, total savings from these building are £545k and actual spend for Tech Hse was £702k causing a pressure of £157k, partly as a result of a rent rebate not being fully received yet due to outstanding works on the car park. 2 - A pressure of £86k within Kingsland due to £131k Kingsland College income forecasted but will no longer be receiving and £58k underspend on Rates and Gas costs. 3 - R&M wide showing a variance underspend of £101k. 4 - Maintenance and FM staffing payroll pressure of £65k. 5 - Unexpected rates charge of £133k on Bedford Square . These are partly offset by various savings.
Sub Total AD Assets	1,650	796	853	
Release of Single Status Provision	-325	0	-325	Release of single status provision- transfer from reserves
Director of Customer & Shared Services - Operational	2,720	2,197	522	
Corporate Costs				
Debt Management Costs	-1,186	-1,113	-41	Interest Payable, Interest Receivable and Debt management higher than forecast. MRP expected to come on budget.
Audit Fees	-83	-30	-53	Final review of expected audit fees (carried out in March) shows underspend against forecast

Movement on Forecast compared to previous month

Appendix A2

Customer and Shared Services	Full Year Forecast Variance as at March	Full Year Forecast Variance as at December	Forecast Variance Movement	Commentary
	£000	£000	£000	
Insurance	200	0	200	Additional contribution to insurance reserve, following actuarial review. £46k underspend against forecast due to various underspends on salaries, training and conference expenses.
Members' costs	33	79	-46	
Premature Retirement Costs	1,000	1,000	0	
Corporate HRA Recharges	-132	0	-132	
Release of GR/IR balances	144	0	144	Review of HRA recharges. Release of old goods received (c. £1.2M) but not invoiced transactions, offset by a contribution to the redundancy reserve (£1.3M).
Sub Total Corporate Costs	-23	-64	41	
Director of Customer & Shared Services, before Contingency & Reserves	2,697	2,134	563	
Contingency & Reserves	-1,289	-1,100	-189	£189k underutilised contingency.
Director of Customer & Shared Services	1,408	1,034	374	

Title and Description of the Scheme	Revised 2010/11 Budget			Actual Spend 2010/11			Full Year Variance			Over / under spend			Slippage to 2011/12			Explanation of significant variances (Actual compared with the budget) and justification for approving slippage.	
	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		
Pre 2010/11 Starts:																	
EDRMS To deliver a single Enterprise Content Management (KEY ECM) system for Central Bedfordshire that will: • create a central secure records management storage repository for all business critical electronic (and paper) documents; • act as a central email archive underpinning compliance and regulatory requirements	39	0	39	8	8	8	(31)	0	0	0	0	(31)	0	0	0	(31)	Project work has been delayed due to ICT resources and the need to coordinate development with core ICT infrastructure work. Development work continued in March (Open Text), but will continue into April - June. Budget will need to be slipped into next year.
ECM To deliver a single Enterprise Content Management (KEY ECM) system for Central Bedfordshire that will: • create a central secure records management storage repository for all business critical electronic (and paper) documents; • act as a central email archive.	36	0	36	8	8	8	(28)	0	0	0	0	(28)	0	0	0	(28)	Project work has been delayed due to ICT resources and the need to coordinate development with core ICT infrastructure work. Development work continued in March (Open Text), but will continue into April - June. Budget will need to be slipped into next year.
Optical Character Recognition (OCR) To implement OCR payments enabling purchase invoices to be scanned for processing.	84	0	84	0	0	0	(84)	0	0	0	0	(84)	0	0	0	(84)	Project commenced late in the financial year. Issues raising POs have resulted in no spend being reported. Underspend of £84k will slip into 2011/12
Mid and South Beds I-Government Partnership - Call Recording and Workforce Management To implement call recording, quality monitoring and e-learning into customer services To provide real time data feeds between the telephony and workforce management system.	229	0	229	35	35	35	(194)	0	0	0	0	(194)	0	0	0	(194)	Contract issued recently (later than originally expected). Phase 1 to continue into next year. Combined with Partnership of Beds District Councils (Complaints Management System).
Iston Kiosks To provide access via a self service kiosk to the Councils web site and Job Centre plus website in retail outlets across Central Bedfordshire. To promote digital inclusion and income for local retailers.	5	0	5	0	0	0	(5)	0	(5)	0	0	(5)	0	0	0	0	Project no longer taking place.
Legal Services Case Management System The acquisition of an integrated case management system, including time recording, for use by all legal staff in Central Bedfordshire. The system would improve the effectiveness of Legal Services including improved standards of customer care and case management, streamlined business processes, time management and the development of common ways of working through out the Legal Services team.	130	0	130	74	74	74	(56)	0	(45)	0	0	(56)	0	0	0	(11)	The Case management implementation happened later in the financial year than was originally anticipated. This meant that the full implementation is not yet complete, therefore slip £11k into 2011/12.
Medium Term Accommodation Programme (Your Space) Planning IT/ Other Equipment	3,047	0	3,047	2,717	(26)	2,691	(330)	(26)	(330)	(26)	(356)	0	0	0	0	0	Project is now complete.
CBC Corporate Property Block Budget To provide a standby generator that would be interlocked to run whenever there is an interruption of electrical power to the ICT servers located at Priory House. To demolish this former elderly persons home at Branningham Lane Streetley.	1,000	0	1,000	0	0	0	(1,000)	0	0	0	0	(1,000)	0	0	0	(1,000)	Slippage of £1M to 2011/12. Agreed slippage as part of 2011/12 capital programme.
Total pre 2010/11 Starts:	5,096	(186)	4,910	2,987	(26)	2,961	(2,109)	160	(761)	160	(601)	(1,949)	160	(1,348)	0	(1,348)	

Title and Description of the Scheme	Revised 2010/11 Budget			Actual Spend 2010/11			Full Year Variance			Over / under spend			Slippage to 2011/12			Explanation of significant variances (Actual compared with the budget) and justification for approving slippage.
	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	
2010/11 Starts:																
CBC Corporate Property Block Budget (Your Space)	1,000	0	1,000	179		179	(821)	0	(821)	(71)	0	(71)	(750)	0	(750)	Proposed additional slippage of £750k to support various projects within 2011/12.
RELOCATION OF EXISTING BUILDING AND CONSTRUCTION OF CAR BEDS AND DATA CENTRE (Your Space)	400	0	400	261		261	(139)	0	(139)	0	0	0	(139)	0	(139)	Technology House car park works ongoing, to be completed in 2011/12; therefore slip £139k.
Relocation of Data Centre (Your Space)	566	0	566	0		0	(566)	0	(566)	(566)	0	(566)	0	0	0	Actual costs included in 'Medium Term Accommodation Programme' above
Points of Presence	50	0	50	0		0	(50)	0	(50)	0	0	0	(50)	0	(50)	Work on Biggleswade to continue into next year. Work to commence on Dunstable and Leighton Buzzard next year. Budget will need to be slipped.
ICT Infrastructure	888	(135)	753	1,415	(61)	1,354	527	74	601	591	10	601	(64)	64	0	Overspend is as a result of bringing forward capital from 2011/12 programme. £64k grants unapplied (income) slipped to 2011/12.
Partnership of Beds District Councils (Complaints Management System)	114	0	114	29		29	(85)	0	(85)	0	0	0	(85)	0	(85)	Incorporated within 'Mid and South Beds T-Government Partnership' above.
To procure a corporate CRM solution for Central Bedfordshire Council.	3,018	(135)	2,883	1,884	(61)	1,823	(1,134)	74	(1,060)	(46)	10	(36)	(1,088)	64	(1,024)	
Total 2010/11 Starts:	8,114	(321)	7,793	4,871	(87)	4,784	(3,243)	234	(3,009)	(607)	170	(637)	(2,436)	64	(2,372)	

Targeted Efficiency Savings Monitoring - Summary

Month: Mar 2011

Updated on : 6 April 2011

Service Area	2010/11 Budget £m	Comments (please include here explanations around the current status of the efficiency i.e why it is or is not on target and the full year implications)	Month			Year to date			Full Year			
			Budget £m	Actual £m	Variance	Budget £m	Actual £m	Variance	Budget £m	Forecast £m	Variance	
Customer & Shared Services												
Efficiencies												
Updated on :												
Customer Services	0.043	0.000	0.004	0.002	(0.002)	0.043	0.043	0.043	0.043	0.043	0.000	0.000
Revenues & Benefits	0.230	0.000	0.027	0.007	(0.020)	0.230	0.085	0.230	0.085	0.230	(0.145)	(0.145)
Finance	0.546	0.000	0.047	0.047	(0.000)	0.546	0.531	0.546	0.531	0.546	(0.015)	(0.015)
Audit	0.061	0.000	0.005	0.005	0.000	0.061	0.061	0.061	0.061	0.061	0.000	0.000
Legal & Democratic	0.133	0.000	0.011	0.025	0.014	0.133	0.254	0.133	0.254	0.133	0.121	0.121
Property	0.554	0.000	0.055	0.097	0.042	0.554	0.543	0.554	0.543	0.554	(0.011)	(0.011)
HR	0.198	0.000	0.018	0.011	(0.008)	0.199	0.114	0.199	0.114	0.199	(0.085)	(0.085)
ICT	0.750	0.000	0.063	0.063	0.000	0.750	0.750	0.750	0.750	0.750	0.000	0.000
Corporate Costs	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
SMR	0.503	0.000	0.050	0.040	(0.010)	0.503	0.421	0.503	0.421	0.503	(0.082)	(0.082)
TOTAL	3.018		0.280	0.296	0.015	3.019	2.802	3.019	2.802	3.019	(0.217)	(0.217)

Appendix D

Earmarked Reserves

Reserve	Proposed Balance as at 1/4/10	Increased in year 2010/11	Planned Use 2010/11	Proposed Balance as at 31/3/11	Notes
CORPORATE RESERVES	£000's		£000's	£000's	
Elections Fund	42	146	(8)	180	
Redundancy/Harmonisation Reserve (incl. cross-directorate use)	163	5,000	(3,047)	2,116	Equalised annual revenue contributions from service
Insurance Reserve CBC	349	1,829		2,178	Increase in year includes £1,500k transfer from Sus Comm, £481k from LAA/PRG grant and £431k capitalisation.
Insurance Reserve ex BCC	2,726	(1,481)	(364)	881	
Total	3,280	5,494	(3,419)	5,355	

MEMO:	
Customer & Shared Service use of Corporate Reserves	
Reserve	Increased in year 2010/11
Elections Fund	146
Redundancy/Harmonisation Reserve	2,588
Insurance Reserve ex BCC	
General Fund contribution	1,500
Release of Single Status Provision	
Total	4,234
	(885)

Appendix E

Debtor invoices issued, overdue, with a value greater than £10k.

DATE	Customer Number	Amount
25/01/2010	109572	£ 119,095.18
01/06/10	109783	£ 11,720.95
01/09/10	109572	£ 16,226.94
27/10/10	109783	£ 42,043.26
27/01/11	109640	£ 196,299.43
15/03/11	111267	£ 58,536.31
15/03/11	111267	£ 19,512.10
16/03/11	124091	£ 10,573.59
25/03/11	109640	£ 14,250.00
25/03/11	105974	£ 28,392.26
25/03/11	111267	£ 59,356.42
25/03/11	113099	£ 23,749.72
28/03/11	124091	£ 13,347.83
28/03/11	113498	£ 84,682.98
28/03/11	106018	£ 10,947.85
		<u>£ 708,734.82</u>

Meeting: Customer and Central Services Overview and Scrutiny Committee
Date: 25 July 2011
Subject: Community Engagement Strategy - refresh
Report of: Cllr David Hopkin, Deputy Executive Member for Corporate Resources
Summary: This report introduces the draft refresh of the Community Engagement Strategy (CES) for discussion and presents the performance achieved against Year 1 actions of the 2010 – 2013 delivery plan. An update on the refresh will be presented at the meeting, including proposals to turn the Strategy into policy for the Council.

Advising Officer: Edwina Grant, Deputy Chief Executive and Director of Children's Services
Contact Officer: Peter Fraser, Head of Partnerships & Performance
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

The strategy has implications for all five of the Council's strategic priorities.

Financial:

Funding is critical to the implementation of some aspects of the strategy and delivery plan. Funding has been secured from the Central Together Partnership Board (CBT - the local strategic partnership) to provide a dedicated staff member to coordinate delivery of the actions contained in Years 2 and 3 of the delivery plan.

Legal:

Implementing this strategy will help the local authority and its partners to deliver its community engagement obligations. The related Strategy also incorporates some elements of the emerging implications of the Localism Bill.

Risk Management:

Risk management is a key part of the service delivery plan for the team and any risks will be managed through this process. The key risks associated with community engagement relate to reputational damage, by not engaging with relevant stakeholders, and the failure to meet statutory duties relating to the current duty to involve. A raft of further duties relating to community engagement will be placed on the Council as a result of the Localism Bill.

Staffing (including Trades Unions):

The strategy comprises a small centralised corporate resource, one staff member of which is paid for by CBT partnership funding.

Equalities/Human Rights:

The impact assessment highlighted the importance of adopting a variety of inclusive and appropriate engagement practises and that all groups must be treated with dignity and respect. These issues have been addressed during the development of the strategy and subsequently in the delivery of Year 1 activity whilst the impact of the new Equality Duty is a key driver for the refresh.

Community Safety:

Community engagement is and will continue to be a key element to tackling crime and reducing the fear of crime.

Sustainability:

The Community Engagement Strategy will help to strengthen and empower communities to do more for themselves and relieve pressure on public services.

RECOMMENDATIONS:

- 1. To note performance against the actions in the first year of the delivery plan.**
- 2. To endorse the draft refresh of the Community Engagement Strategy.**
- 3. To agree the proposed policy statements to ensure the Council applies the principles of the Strategy consistently across directorates.**
- 4. To agree to the proposal to develop a policy position for the Council to deliver Localism once the legislation in the Bill is better understood.**

1. Background Information

- 1.1 The Community Engagement Strategy is a partnership strategy, which was developed by Central Bedfordshire Together (CBT) and approved by Full Council in June 2010.
- 1.2 It is a three year strategy, covering the period 2010-13, and CBT has committed to carrying out an annual refresh.
- 1.3 The rational and process for refreshing the Strategy was considered by the Overview and Scrutiny Committee at its June meeting, and was agreed by the CBT Board on 5 July.

- 1.4 Members agreed that the CES did require review, given the scale and potential impact of significant legislative change, and that the review should be transforming in nature to ensure the refreshed document was forward looking, focussed on delivery and capable of becoming Council policy across all directorates.

2. Year 1 Performance

- 2.1 A summary of key achievements under each of the five principles was reported at the last meeting, and Members requested further information regarding the progress against all of the delivery plan actions in 2010/11.
- 2.2 The CES Delivery Plan set out 41 specific actions for the first year and good overall progress has been made against each of these. Appendix B details the current status on each action using a traditional Red Amber Green approach. It also identifies those actions which can be removed as completed, and those which need to be rolled forward into years 2 and 3 of the Strategy.

3. Refresh 2011

- 3.1 Since the strategy was developed a new legislative framework has begun to emerge to build the Big Society. The Localism Bill, which is due to be enacted in November 2011, will support a shift of power away from central government to councils and local communities. A fundamental element of this is to empower local people to get involved with and direct the development of their communities. Whilst the existing strategy supports this, a refresh will ensure it is fully aligned with the latest national policy, and ensure our organisational approach is fully aligned and becomes recognised policy within the council.
- 3.2 The refresh for 2011/12 has focused on:
- removing any actions already achieved or no longer relevant;
 - refreshing the principles to ensure the key drivers are adequately embraced; and
 - ensuring the Strategy is aligned with the latest national policy and local aspirations.

- 3.3 The national and local drivers that are being addressed as part of the refresh include:
- reviewing and updating the strategy and action plan to reflect the latest (known) policy and guidance in the Localism Bill;
 - a genuine desire to enhance our engagement with communities (ensuring meaningful consultation);
 - communities doing more for themselves and the need to proactively facilitate this;
 - service and organisational reviews and remodelling of delivery approaches, and overcoming obstacles associated with the transfer of responsibility for the delivery of local services;
 - a cultural shift to embrace and mainstream wider involvement and engagement in the delivery of public services;
 - the new Equality Duty to ensure we engage with all of Central Bedfordshire's diverse communities; and
 - a raft of other legislation driving considerable change within partner organisations and impacting on community and stakeholder engagement.

4. The revised Strategy

- 4.1 A copy of the latest draft of the revised Strategy is attached as Appendix A.
- 4.2 The key changes to the original document include re-wording the introductory pages to make it more concise, flow better and to remove any duplication of text. To streamline the document, the "executive summary" has been removed, along with the sections on "structures", "success measures" and "values" – these will be included as part of the action plan, which will follow once the refreshed strategy is agreed.
- 4.3 The main body of the Strategy is Section 7 "delivering the strategy" as this sets out what we and our partners will actually do. For that reason, this section also shows what existing text is recommended for removal from the document.
- 4.4 Any further revisions to the Strategy, based on feedback from Members, officers and partners, will be presented at the Overview and Scrutiny meeting on 25 July.

5. Developing Policy

- 5.1 A key element of the refresh is to develop policy to support implementation of the Strategy and to ensure a consistent and corporate approach across the Council.
- 5.2 A set of policy statements will be developed in consultation with Executive Members, officers and partners and these will be presented at the Committee meeting on 25 July for consideration.

- 5.3 It is recommended that a policy position statement regarding implementation of the Localism Bill in Central Bedfordshire is developed once the detail of the emerging legislation it contains is better understood.

6. Next Steps

- 6.1 The refreshed Strategy will be recommended to Executive on 23 August for approval, along with a proposed set of policy statements.
- 6.2 Once the refreshed Strategy is agreed, the Community Engagement Delivery Group will review and update the action plan, and the Stronger Communities Thematic Partnership will oversee its implementation and monitor delivery on behalf of CBT.

7. Financial and Other Implications

- 7.1 Any financial implications associated with its implementation will be managed within the existing budget allocation.

Appendices:

Appendix A – Central Bedfordshire Community Engagement Strategy Refresh, July 2011

Appendix B – Community Engagement Strategy Delivery Plan performance report - Year 1

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Appendix A

8 July 2011

Central Bedfordshire Community Engagement Strategy 2010 - 2013

REFRESH JULY 2011

1. Introduction

This strategy has been developed by Central Bedfordshire Together (CBT) the local strategic partnership, which comprises senior representatives of: the Council; Police; Fire; Health; Education; Business; Town & Parish Councils; and the Voluntary and Community Sector.

The aim of this Strategy is to deliver greater added value to our citizens by understanding their needs and issues, and giving them greater involvement in the decision-making process and access to public sector services.

The Strategy addresses the national drive to shift power away from central government to local government, communities and individuals. It supports a local aspiration to work closer with communities in the design and delivery of public sector services. It also seeks to enable and facilitate communities taking on the delivery of some services for themselves.

The main statutory partners in CBT including Health, Police, Police Authority, Fire and Rescue Service and the Council have the individual and collective vision to place the citizen at the heart of everything they do. This strategy is designed to enable this and enhance the community engagement activities of other CBT partners including Town and Parish Councils and Voluntary and Community Sector organisations.

This Strategy will enable partners in Central Bedfordshire to establish a new relationship with individuals and organisations and help communities understand the choices and decisions ahead. It will also allow partners to manage and respond to expectations about the service levels provided by the public sector in the future.

On 18th May 2010, the Government launched its programme for the “Big Society”, which includes proposals to give communities more powers, and encourage people to take a more active role in their communities. The aim of this programme is to strengthen society by helping people to work with their locally elected representatives to achieve their own ambitions.

The Localism Bill, published in December 2010, provides the legislative framework to deliver the aspirations of a Big Society and includes new rights and powers for communities and individuals. This Strategy will support the Government’s plans to enable citizens, communities and local government to come together to solve problems and improve their localities. Furthermore a range of proposed legislation such as the Health and Social Care Bill, a new Education Bill and the Equality Duty will fundamentally change the way service providers engage with their communities, and these will also be embraced within this Strategy.

An equality impact assessment of the potential effects of this strategy was undertaken in 2010 to ensure effective engagement with all communities, including identifiable groups of people segmented by age, race, disability, gender, sexual orientation, religion or belief, as well as communities disadvantaged by deprivation and poverty.

2. What we mean by community engagement

Community engagement is the action we take to inform, consult, involve and empower communities through ongoing relationships and dialogue. For the Council and its partners community engagement means we:

Inform: by providing solid, user-friendly information on how to access services and on how local services are performing;

Consult: by seeking advice, information and opinions about our strategies, policies and services, to inform our decision-making and design better services;

Involve: by working together to design and deliver our services, enabling people to be fully involved in the agenda-setting and decision-making process, and deciding together on future developments; and

Empower: by enabling individuals and groups to make decisions and deliver some services themselves.

3. The benefits of this strategy

- Involving communities in the design and delivery of local services helps to: improve the quality of service delivery; get it “right first time”; be more responsive and accountable; and deliver better value for taxpayers’ money.
- A joined-up strategic and coordinated partnership approach saves money, avoids duplication, and reduces engagement fatigue for our communities. It also ensures partners have ‘One View’ about what our communities really want, thereby enhancing joint decision-making.
- Supporting Councillors in their community leadership role ensures the views of local residents are known and considered by their elected representatives when making key decisions.
- Increasing opportunities to participate in local decisions helps increase trust in public bodies and interest in local democracy.
- Involving people in making decisions about how local money is spent gives communities a better understanding of the difficult prioritisations and trade-offs that have to be made, and a stronger sense of “ownership” over the eventual decision.
- Bringing communities and local decision-makers together to tackle shared concerns creates greater openness about decision-making and can help improve community cohesion.

4. The scope of this Strategy

This strategy applies to all methods and processes used by the Council and its partners to inform, consult, involve and empower residents. It raises the profile of community engagement within partnership structures and their work to strengthen communities.

The roles and responsibilities of those leading on the delivery of community engagement within CBT are set out below:

- Ward Councillors play a lead role as community champions;
- the Board of CBT provides the governance and strategic leadership;
- the Stronger Communities Thematic Partnership provides the operational leadership; and
- the Community Engagement Delivery Group coordinates the development and implementation of a joint partnership plan for community engagement.

Involving, engaging and empowering the community is the responsibility of every service and partner organisation. There are many well established mechanisms for engaging with service users across all of the Council's directorates and partner organisations. This strategy is not about telling services or partners how to engage. It is about ensuring that engagement activities are coordinated and opportunities for joining up and sharing resources, outcomes and learning are maximised. This helps to reduce the number of consultations and duplication of effort by all, and improve value for money.

It is clear that "one size does not fit all". Our model of community engagement is based around the issues identified by local communities themselves and these are the key drivers for our community engagement work.

This strategy aligns with and influences key strategies and policies that have an impact on public engagement directly or indirectly e.g. customer service strategies, communications strategies, consultation plans, budget strategies and business transformation strategies.

5. The new legislative framework

Localism

The Localism Bill is an important piece of national legislation containing a raft of measures under the following headings:

- New freedoms and flexibilities for local government.
- New rights and powers for communities and individuals.
- Reform to make the planning system more democratic and more effective.
- Reform to ensure that decisions about housing are taken locally.

Of particular interest to community engagement are the elements that give new rights and powers for communities and individuals.

Equality Duty

The Act brings together all previous equality legislation in England, Scotland and Wales. It includes a new public sector equality duty, which came into force on 6 April 2011, replacing the separate duties relating to race, disability and gender equality. It requires public bodies to publish information about their engagement practices and processes to ensure that the interests of all communities are considered when making key decisions.

Health and Social Care

In response to new legislation for Health and Social Care, a new Health and Well Being Board will be established, and local HealthWatch¹ will ensure patients and service users are involved in the design and commissioning of services. The vision for adult social care reiterates the government's values of Freedom, Fairness and Responsibility by devolving power to communities and individuals; giving front line workers and carers the freedom and responsibility to improve care services and support people in new ways. Principally by:

¹ The HealthWatch Pathfinder vision is to be an independent consumer champion and a powerful network to promote better outcomes in health and social care for adults and the community at large. It will work with community and voluntary organisations, as an 'Expert Information Broker', to become an effective means of influencing health and social care provision in Central Bedfordshire.

- breaking down barriers between health and social care funding to incentivise preventive action;
- extending the greater rollout of personal budgets to give people and their carers more control and purchasing power; and
- using direct payments to carers and better community-based provision to improve access to respite care.

Putting Patients and the Public First

This proposes a shift in power and puts patients and their carers in charge of making decisions about their health and wellbeing; “**no decision about me without me**”. It enables a greater focus on personalised care which reflects individuals’ health and care needs, supports carers, and encourages strong joint arrangements and local partnerships. Patients will become joint decision makers in their own care and recovery and will have access to the information they want to make choices about their care. There is also an extension of choice to include any willing provider, where appropriate.

Central Bedfordshire has already embarked on a personalisation agenda, which changes the relationship between professionals and service users. Care and support is user led and more customers are now self determining their care and support through the use of personal budgets. The Council is supporting NHS Bedfordshire’s Personal Health Budget pilot to foster greater alignment between health and social care services. More emphasis will need to be given to empowering service users, working with GP Consortia to ensure systems and practices offer greater choice and control which is underpinned by robust information, advice and guidance for all those needing care and support, including self funders.

Education Bill

The Education Bill builds on the Academy Act 2010 and sets out an agenda that schools should be freed from Council control, and that the Council should adopt the role of champion of young people and parents. The Education Act will be informed by a number of Ministerial Advisory Groups which will advise on the new responsibilities for the Council in the future.

6. The Five Key Principles for successful community engagement

The strategy is based on five key principles, which are set out below:

I. Giving more people more opportunities to inform and influence decisions

To strengthen the link between decision-makers and local people by:

- giving a greater role to citizens or community representatives and service users in deciding how services are delivered in their area;
- providing mechanisms for engagement which are appropriate to the locality, issue and audience;
- identifying opportunities for local people to decide how specific budgets are spent in their community;
- responding appropriately to calls for community action on specific issues such as local referendums; and
- setting up partnerships and forums to enable people to inform and influence service planning and delivery.
-

II. Enabling Ward Councillors to be leaders in and for their communities

Councillors are provided with up-to-date, relevant community intelligence and information, training and officer support as well as specific engagement opportunities to fulfil their community leadership role. Councillors are:

- kept informed of all key activities in their wards;
- supported to efficiently resolve local issues as quickly as possible;
- supported to communicate and engage with their communities, including conducting ward surgeries and attending key community events in their wards;
- alerted to any feedback about community issues in their wards; and
- supported to collaborate and work together on local issues, share experiences and good practise.

III. Enhancing the role of Town and Parish Councils

To support town and parish councils in the delivery of local services that affect the quality of life of their community by:

- enabling residents to participate in setting the vision and priorities for their local area;
- working with town and parish councils to devolve budgets for 'quality of life' services to those who want them and where the service will be enhanced by doing so, and only according to the Council's agreed priorities; each application must also be supported by a robust business case that demonstrates improved value for money;
- supporting clusters of town and parish councils working together to resolve common issues;
- providing a key contact from the Council for each town and parish council, and ensuring appropriate representation in response to requests for Council attendance at town and parish council meetings; and
- involving town and parish councils in the planning and delivery of community engagement activities in their area, such as the Let's Talk Together community meetings.

IV. Building the capacity of local people to engage and to do more for themselves

To ensure that, where needed, we support our communities to have the knowledge, skills and confidence to get involved in decision-making by:

- helping people to form or join groups that are set up to inform and influence local decisions;
- supporting the development and implementation of a local Volunteering Strategy;
- facilitating / brokering community responses to local problems;
- facilitating and brokering community resilience; and
- seeking funding to help local people to acquire or improve their skills to enable them to play a greater role in their community.

V. Ensuring a strategic and joined-up, coordinated partnership approach.

Sharing opportunities, resources and learning with partners and across directorates saves money, avoids duplication, and reduces engagement fatigue for our communities. It also develops a better understanding of our communities – community insight. This supports and complements the work being carried out as part of pan public service delivery, building on the Total Place pilot. A role of the joint partner Community Engagement Delivery Group is to:

- coordinate community engagement at key community meetings and
- share appropriate data, intelligence and information and customer insight, including who we are engaging with.

7 Delivering the strategy

Below are the details of each of the actions for carrying out effective community engagement under the key principle they relate to:

Principle One: Enabling more people to inform and influence decisions

We want Central Bedfordshire's citizens to be able to inform, influence and shape local decisions. The actions below are aimed at strengthening community participation. Partners will be expected to use these engagement mechanisms as appropriate:

1 E-Panel for Citizens

Residents can register their interest in participating in consultations on specific services. By joining the electronic panel residents can take part in online surveys, online discussions and opinion polls on the services they are interested in. Topics are normally generated by partner organisations but e-panel members can also put forward ideas for discussion.

2 Petitions and E-Petitions: Citizens can raise a petition to generate activity in the community and influence decisions.

3 Scrutiny: The Council's Constitution enables residents to participate in and contribute to investigations by overview and scrutiny committees. The Overview and Scrutiny Toolkit encourages public participation. The aim is to have at least two investigations per year which involves significant public participation.

4. Specialist Forums and Citizen Governance: Key partners will use established forums, wherever possible. These forums should be mapped and rationalised to avoid duplication, reduce costs and make better use of the limited time available for those who take part.

New Forums will be established, such as HealthWatch, which will act as the consumer champion for local people regarding health and social care services. HealthWatch will take over the current role of the Local Involvement Network (LINK) with some additional responsibilities, such as providing complaints advocacy services and supporting people to exercise choice. As a statutory member of the Health and Wellbeing Board, the local HealthWatch will have a key role in maximising local engagement and ensuring that the views and feedback from service users, patients and carers are an integral part of local commissioning across health and social care.

When a new forum needs to be formed it should be managed centrally to ensure a coordinated approach and to enable any Council services and partners to consult and engage with all sections of the community.

Vulnerable and minority groups are underrepresented in participation in civic roles and engagement and consultation. Groups, such as, older people, young people, women, black and minority ethnic groups, disabled people, lesbian, gay, bisexual and transgender people and rurally isolated residents in Central Bedfordshire may fear discrimination and/ or have specific requirements that prevent them from participating in traditional approaches. This strategy will establish a range of approaches including targeted techniques to specifically ensure appropriate mechanisms are in place to enable greater involvement of these groups, whilst the Equality Duty will require public bodies to publish information about who they have engaged with.

The Youth Parliament and Local Youth Forums influence decisions and services that impact on young people. These will be developed to enable young people to be even more active

participants in designing services whilst further opportunities will be explored to establish greater links between young people and the democratic decision-making processes.

5. **Local Referendums:** This gives local people, councillors and councils the power to instigate a local referendum on any issue. Although non-binding, local authorities will be required to take outcomes into account as part of their decision making process. A referendum can be triggered if 5% of electors sign a petition stating the question they want asked regarding a local matter or a written request is received from elected Members.
6. **Neighbourhood Planning:** The Localism Bill introduces a new system of neighbourhood planning whereby local bodies will be able to request that councils have neighbourhood development plans containing policies regarding the development of a particular neighbourhood.
7. **Right to Veto excessive Council tax rises:** Anything set above the ceiling set by the Secretary of State and approved by the House of Commons will trigger a referendum of all registered electors in the area, where the council will have to prove their case to the electorate. This is intended to make councils more transparent and accountable to local people.
8. **The Sustainable Communities Act:** This Act allows Local Authorities to put forward proposals from local communities that require action from central government. Proposals can be submitted for any activities affecting the sustainability of an area which require central government intervention to remove barriers. Any proposals must be endorsed by a Panel of Local Representatives made up of residents from the local community and representative groups.
9. **Social Networks:** Social media is an increasingly powerful communications and engagement tool. Let's Talk Central has been established by the Council as an online discussion forum to engage with residents using Facebook, Twitter and YouTube. Further opportunities will be identified for expanding engagement through social networks
10. **Let's Talk Together meetings:** Partners are encouraged to use the Let's Talk Together meetings to actively engage with communities in the seven Safer Neighbourhood Team (SNT) areas in Central Bedfordshire on important local topics. They are a vital mechanism for consulting on proposals such as budget proposals, service delivery and planning etc. The seven SNT areas are:
 - Cranfield, Marston and Woburn
 - Sandy and Biggleswade
 - Ampthill and Flitwick
 - Shefford, Stotfold and Arlesey
 - Dunstable, Houghton Regis and Rural area
 - Leighton Rural
 - Leighton Buzzard and Linslade

Principle Two: Enabling Ward Councillors to be leaders in and for their communities

Involvement with local people is a key part of a Councillor's role and Councillors taking the lead on engagement activity in their wards is fundamental to this strategy.

Through surgeries, Let's Talk Together meetings and other contact with the community Councillors help in raising greater public awareness of the opportunities to engage in local decision-making and encourage more people to put themselves forward for civic roles.

In their role as community leaders, Councillors are provided with the following specific support:

11. **Ward-based intelligence, information and customer insight:** Ward profiles are provided annually to all Councillors. In addition, Councillors are provided with regular updates about what is happening in each ward. Council officers and key statutory partners ensure that Councillors are informed of issues, initiatives, changes and success stories relating to their ward or specific key responsibilities.

~~**Individual Councillor budgets:** It is intended that Councillors should have small individual budgets to spend locally in their wards.~~

~~Councillor budgets will provide a non-bureaucratic system of allocating funds to causes of their choice based on community requests. It is suggested that Councillors work with local communities in deciding how the money should be spent.~~

12. **Support for scrutiny, Councillor Call for Action and response to petitions and Local Referendums:** Central Bedfordshire is committed to a robust, collaborative, outward facing model of scrutiny for each of its committees – contributing to both policy development and performance management. Overview & Scrutiny provides Councillors with further opportunities to engage with the community and involve more people in influencing Council decisions.

Local people, councillors and councils will have the power to instigate a local referendum on any issue. A referendum can be triggered if 5% of electors sign a petition stating the question they want asked regarding a local matter or a written request is received from elected Members

The Councillor Call for Action (CCfA) gives all Councillors the powers to require local service providers to respond to an issue of concern. Where a response is not adequate, Councillors can refer the matter to Overview and Scrutiny.

Councillors also have a role to play in responding to petitions, including e-petitions, that relate to services they are responsible for and services where they share delivery responsibility. If Overview and Scrutiny decide there has been inadequate response to a petition, then the matter will be referred to the full Council for a public debate. If 5% of the local population sign a petition, then it must be debated in full Council. ~~Petitions will be noted as one of the evidence sources for the Comprehensive Area Assessment.~~

- ~~12. **Case management system for Councillors:** Central Bedfordshire Council will use a Member case management system to enable Councillors to respond to individuals more efficiently. The system should also be able to provide reports on issues and trends so that issues can be addressed more generally.~~

13. **Involvement in partnerships:** Councillors act as 'connectors' between communities, the Council and partners/partnerships. ~~Councillors need recognition of their role to influence strategic decisions and take action in support of their ward interests.~~

14. **Establish links with voluntary and community sector organisations:** There is a clear distinction between the representative role of elected Councillors and their own role as voluntary and community sector representatives, which is supportive of local democracy and adds value to the work of local Councillors.
15. **Member development of community engagement skills:** The Member Development Strategy includes training to build on Councillors' engagement skills such as facilitation skills, consensus building skills, equality training, charring community forums and public meetings. It also build on Councillors' knowledge of their communities and the statutory duties to consult, promote democracy and ensure equality.
16. **Dedicated Officer support:** To support ward Councillors, a dedicated telephone number for the helpdesk has been put in place to speed up response times, Tel: 0300 300 8500 The Community Engagement function provides support to Members with timely and relevant information and bespoke briefings, as directed.

Principle Three: Enhancing the role of Town and Parish Councils

This strategy seeks to empower communities at the neighbourhood level. This includes:

17. **Community-led planning (Parish Plans, Town Plans and Neighbourhood Plans):** Community-led Neighbourhood Planning now features as part of the Localism Bill. ~~It is a step-by-step structured process of creating a vision and priorities for the future of a community or neighbourhood. The process and outcomes are owned by the whole community.~~ Community-led planning provides communities with the means to tackle specific issues locally themselves, to voice their concerns and to outline their aspirations for public authorities to address.

The Localism Bill will place certain obligations on the Council to support neighbourhoods and approved bodies to produce Neighbourhood Development Plans. Consideration on how these new duties will be resourced and delivered will need to be featured as part of this Strategy in the future.

The Stronger Communities Thematic Partnership will produce an annual progress report on community led planning across Central Bedfordshire. CBT will use analysed community led planning data to inform the delivery of the Sustainable Community Strategy.

Community-led planning leads to service areas having a greater understanding of individual localities. It provides evidence for Councillors of local conditions, priorities and issues and provides an opportunity for closer participation at a very local level. The process can also bring together different communities in the locality, thereby improving cohesion.

There is already a well developed process for parish planning. There are 71 Town and Parish Councils and seven Parish Meetings in the Central Bedfordshire area. Of those, over half have a parish plan or are in the process of creating, finalising or showing an interest in having one. Where a town or parish council wants a plan this will be encouraged.

The Council recognises that there is no one size fits all approach to the management of town centres. The decision on whether a town has a Town Centre Management Committee, or a broader Town Committee, will be determined by the relevant Town Council. Thereafter, the

option for this to be a Joint Committee and part of Central Bedfordshire Council's constitution will be subject to joint discussion and agreement by both parties. The benefits of being included in the constitution are:

- a common understanding of the key issues;
- shared ownership and decision-making; and
- strong links with the Council's Executive to influence policy and strategy.

Where a Town Council decides not to have a Town Centre Management Committee, the Council will continue to work in partnership with the Town Council on developing its retail centre.

For each Town Centre Committee/Partnership, upon request, a senior officer from the Council will be identified to attend meetings on a regular basis and be the single point of contact for Town Centre issues. Each Partnership will be encouraged to develop a Town Centre Action Plan. The format and direction of this will be led by the partnership but, if required, assistance in developing the plans will be provided by Council Officers. The relevant Executive Member assisted by Officers, will meet with the Chairs of the Town Centre Committees/Partnerships on a quarterly basis. This group will discuss common issues and ensure direct access to all of the Council's service areas.

~~Neighbourhood Plans have been developed for the three priority areas of Downside, Parkside and Tithe Farm.~~

18. **Town and Parish Council Conferences:** The Council has committed to holding two Town and Parish Council Conferences each year. Moving forward, it is felt to be beneficial to hold separate meetings / conferences for town councils and parish councils to reflect the different relationships that are emerging with the larger parishes. This will enable two way dialogue and agreement on any joint plans.
19. **Identifying opportunities for devolving services, and budgets, to town and parish councils and local communities:** The Council and its partners will work closely with town and parish councils and local communities to devolve budgets for 'quality of life' services to those who want them and where the service will be enhanced by doing so. ~~Each application to deliver a devolved service must be supported by a robust business case that demonstrates improved value for money.~~
~~Devolved budgets would be distributed by allocating the pro-rata costs for delivering the same service on a broader area wide basis.~~
20. **Supporting clusters:** Town and parish councils will be supported to work together on finding local solutions to common issues.
21. **Provide a key contact from Central Bedfordshire Council for each town and parish council:** The local Ward Councillor(s) will be the key contact from the Council for communication with individual town and parish councils. In addition, appropriate senior-level representation will be provided in response to requests for Council attendance at town and parish council meetings.

Principle Four: Building the capacity of local people to engage and to do more for themselves

To achieve effective engagement we need to ensure that, where necessary, we develop our citizens and communities to have the knowledge and skills to influence decision-making and feel empowered to take on the delivery of some services for themselves.

22. **Community Development - helping people to form or join groups that influence decisions:** ~~Community development is the process of building people's knowledge, skills, confidence and therefore a sense of empowerment. It enables people to act together on their common priorities, usually through the development of independent community organisations and networks, and with the support of community development workers within statutory or Third Sector organisations.~~

~~Disadvantaged communities need additional support to help them to access services though the complexity of public services and structures in their neighbourhoods and to tackle exclusion and poverty. Without active intervention and investment in community development the danger is that community engagement will reinforce unequal access and could lead to tensions.~~

The Stronger Communities Thematic Partnership will lead with the Community Engagement Delivery Group to develop a common approach to community development work, which can be provided by BRCC, Voluntary and Community Action, Groundwork and other organisations.

23. **Support the development and implementation of the Volunteering Strategy with the aim of increasing participation:** ~~One of our Local Area Agreement (LAA) targets is to increase volunteering. This involves partners working together to develop and implement a volunteering strategy.~~

~~Volunteers could provide an invaluable resource for the community and partners in realising the vision of this strategy and in supporting communities doing more for themselves. Volunteers working alongside community engagement officers provide capacity and local knowledge to design and deliver engagement activities. Officers working with volunteers will need training as will the volunteers working on community engagement. This training can be provided by Voluntary and Community Action, who will lead on developing the volunteering strategy. They are also able to support statutory, and other, partners to develop their own volunteer programmes.~~

The Council will also be developing a volunteering strategy for young people as part of the Positive Contribution section of the Children and Young People's Plan.

24. **Three-year funding agreements with Third Sector organisations:** ~~Third Sector organisations are already involved in local activities, and the new duties for authorities to respond to petitions and provide enhanced powers for overview and scrutiny will give third sector organisations increased opportunities to involve local people in influencing Local Authority decisions.~~

~~Third Sector organisations also encourage communities to take action themselves. This can range from informal activity, such as self help groups for older people, to managing a community asset. These organisations can help to improve and fill gaps in public services.~~

~~Third sector organisations can also act as a useful conduit for contacting and engaging with vulnerable and marginalised groups, specifically the more hidden communities (e.g. transgender people).~~

~~Third sector groups should continue to be funded appropriately for their community engagement and development activities, particularly those able to reach out to marginalised and vulnerable communities.~~

~~Three year funding agreements will enable Third Sector organisations to plan ahead, recruit, retain and train staff, and provide business continuity. In addition, Third Sector organisations are able to draw down central and regional funds directly and contribute in their own right to the partnership and the actions of this strategy.~~

24. **Third Sector Assembly:** This strategy supports the ~~creation of a~~ Central Bedfordshire Third Sector Assembly. The Assembly facilitates community involvement and consultation with CBT and other partners. It plays a vital role in empowering the voluntary and community sector to have a strong voice and an active involvement in influencing strategic planning and service delivery decisions that shape the communities in which they operate.
25. **Pilot a learning programme for local people interested in civic participation and engagement:** ~~We will identify under-represented groups of the community and the barriers to their participation and develop and pilot a modular learning programme that is experiential, flexible and learner-centred, and will develop the following competencies among participants:~~
- ~~○ Knowledge of 'how the public sector world works' — including specifics around local governance and decision-making processes across all public sector agencies~~
 - ~~○ Understanding power & influence~~
 - ~~○ Principles of citizenship and civil society~~
 - ~~○ Collaboration and co-operation~~
 - ~~○ Participatory budgeting~~
 - ~~○ Practical skills development~~
 - ~~○ Self-confidence~~
 - ~~○ Assertiveness and making yourself heard~~
 - ~~○ How to influence decisions and policies~~
 - ~~○ ESOL with a citizenship core agenda~~

~~The programmes will be based on the national Take Part framework, and we will learn from Pathfinder Hubs. . Opportunities will include shadowing, mentoring, interactive workshops and visits to see local governance in action. The programme will also signpost participants to available active citizenship opportunities.~~

26. **Projects to develop the engagement capacity of young people:** Young people are encouraged to participate as they are often underrepresented in engagement activities. Participation from an early age is encouraged so as adults they continue to feel able to engage. ~~A number of projects designed to increase the capacity of young people will be delivered as part of this strategy and the Children and Young Peoples Plan. These include, Local democracy week, Black History Month, youth thematic conferences and youth elections.~~
27. **Community Right to Challenge and Community Right to Buy and Community Asset Transfer** ~~Public authorities are being encouraged to revitalise localities by passing buildings over to community control. This follows recommendations by the Quirk Review that showed~~

~~the risks were worth it and that it empowered communities. Government has set up an Asset Transfer Unit to raise the profile of asset transfer, and offer information, advice and expert support to people across England. New powers for communities contained in the Localism Bill will mean that voluntary and community groups, social enterprises, town and parish councils and employees can challenge councils by expressing an interest in running any service for which they are responsible. Councils have to consider the expression of interest and decide whether it would promote or improve the social, economic or environmental well-being of the area.~~

The Bill will also give communities powers to save local assets threatened with closure, by allowing them to bid for the ownership and management of community assets. This will work through the creation of a list of assets of community value. When Council owned assets on this list come up for disposal on the open market, communities will be given the opportunity to bid, raise the capital and buy the asset. There is no right of "first refusal", merely a period of time for interested groups to organise and prepare a competitive bid.

~~The LSP partners will prepare a policy framework for asset transfer to build on current experience and best practice and provide a clear policy framework for responding to any requests for asset transfer. It should also include what safeguards will be put in place to adequately protect those assets, and the capacity building measures to enable local communities to manage assets effectively.~~

Principle Five: Ensuring a strategic and joined-up, coordinated partnership approach

Sharing opportunities, resources and learning with partners and across directorates, saves money, avoids duplication, and reduces engagement fatigue for our communities. In doing so we also develop a clear and consistent 'One View' about what our communities really want.

28. **Implement the partnership's communication plan:** The communications strategy ensures that key audiences are informed and involved in its work. The strategy was developed with representatives from the Bedfordshire Communications Network, including the Council, Police, Fire, Health, Higher Education and the Third Sector. The strategy sets out a series of communications objectives and a range of actions for implementation.
29. **Develop a joint toolkit for consultation and engagement work:** This involves building on the key principles set out above and consolidating any guidance already in place. ~~Professionals working with the community have asked for a toolkit based on best practice nationally.~~

~~A network of community engagement practitioners in Central Bedfordshire will be established and they will meet twice per year to share good practice and learning and feed into the joint consultation and engagement plan.~~

30. **Joint consultation and engagement plan:** Individual partner organisations and Council service teams will retain responsibility for specific consultations as part of a joint consultation plan, which will be developed and coordinated by the Community Engagement Delivery Group. The plan will be produced annually and continuously reviewed and updated.

Statutory sector partners should work together to develop and maintain a consultation database showing actual or anticipated start and end dates for planned consultation exercises, and contact details of those leading the exercise. This database could also be used to record participation levels (including minority and vulnerable groups) and evaluate the effectiveness of different approaches.

A shared consultation database will enable the partners to identify opportunities for joining up on consultation activity; reduce duplication and therefore consultation fatigue; share learning and consultation findings. The database should also be made available to the public via the internet to enable residents and stakeholders to find out about future consultations and how they can get involved and to also find out about the findings and outcomes from past consultations.

Each partner organisation has its own communication plan and own programme of public engagement. However, under this strategy the Community Engagement Delivery Group will identify which elements of the engagement programmes could be integrated or coordinated with others. The Delivery Group will publish a joint public engagement calendar of activities including dates of forthcoming consultations.

31. **Coordinating representation at community events:** Opportunities to promote the Council and its partners' services should be maximised, via coordinated representation at community events such as the Let's Talk Together meetings. Relevant partners are involved in the planning and delivery of events. Council officers identify the main community events in their area and coordinate representation to ensure that frontline directorates are always represented. Councillors are notified of all events in their wards and invited to attend.
32. **Shared stakeholder database:** Partner organisations have a number of stakeholder and community contact databases held separately. A consolidated stakeholder database, which is updated automatically whenever the individually held databases are updated, should be developed.

As part of this project partners will investigate the possibility of implementing a suitable software system, which will enable community organisations to access the database and communicate more easily with partner organisations.

33. **Shared community intelligence, information and customer insight:** Partners should consider investment in a joint system to share appropriate data, information and intelligence relating to Central Bedfordshire and its communities. A central repository will improve access to information and promote the consistent use of intelligence to support strategic decision-making. Parts of the system could be made accessible by the public (as appropriate) whilst secure access could be made available to partners. This system could be developed into an interactive website for residents to provide local information. Mosaic could be used to monitor and evaluate who partners have engaged with and revise approaches accordingly.
34. **Partner learning programme:** When commissioning external training on consultation and engagement skills, partners should consider inviting other partners to join to maximise the benefits of training and provide better value for money on training.

- ~~35. **Reporting to residents on the impact of engagement:** In addition to other communication and feedback, there will be an annual consolidated report to residents on the nature, scale and outcome of engagement activities in the previous year.~~
- ~~36. **Pilot an approach for joint and devolved partnership working that tests the delivery of collaborative working between the partners:** Engagement should reflect what our communities want to influence and include a clear, published framework that explains how we will enable them to do so. This should include key issues residents have told us are the most important to them, such as crime, roads and growth (jobs and housing density). The LSP Board should identify a key local theme and use this to set up and test a local consultation approach.~~

No.	Deliverables (Output)	Delivery Leads	Due Date	RAG	Current position
Principle: Giving more people more opportunities to influence decisions					
1 Develop a joint E-Panel for Citizens					
1.1	Recruit circa 800 residents to a new electronic citizens panel.	Karen Aspinall, Consultation Team	Year 2-3	2-3	Ongoing Database now up to 93 residents, hope to recruit more through a resident's survey in Summer 2011.
1.2	This panel could be extended to include all major public agencies and Bedford and Luton authorities	Karen Aspinall, Consultation Team	Year 2 -3	2-3	Ongoing Police and Fire have set up their own database systems and data can be shared between them.
2 Petitions and E Petitions					
2.1	Information about Petitions their purpose and how local people can use them will be circulated by a variety of means, newsletters/ website etc. <i>Completed – to be removed from plan</i>	Mel Peaston / Martha Clampitt Democratic Services. Louise Manders External Comms.	Year 1	G	Completed
2.2	Information about E-Petitions their purpose and how local people can use them will be circulated by a variety of means, newsletters/ website etc. <i>Completed – to be removed from plan</i>	Mel Peaston / Martha Clampitt Democratic Services Team	Year 1	G	Completed - E Petitions went live on the Council's web on 1st October 2010. The Communications team will be looking to publicise these via press releases, News Central and the web site. No active petitions in Q4. http://www.centralbedfordshire.gov.uk/modgov/mgE/PetitionListDisplay.aspx?XXR=0&VM=2&DR=01/01/2011%20-%202024/03/2011&ACT=Go&
3 Scrutiny					
	Explore the best ways for the community to contribute to the overview and scrutiny function of the local authority.	Bernard Carter, Corporate Scrutiny	Year 2-3	2-3	Completed – Ongoing To be reviewed in line with future arrangements for the Overview & Scrutiny Function
4 Specialist Forums and Citizen Governance					
4.1	Map and provide an analysis of existing forums their remit and purpose.	Sarah Hughes Community Engagement. Voluntary Sector Leads	Year 2-3	2-3	Ongoing
4.2	Implement the five national standards set out by the Tenants Services Authority (standard six does not apply to local government housing) <i>Completed – to be removed from plan</i>	Zulf Awan Tenant Involvement	Year 1	G	Completed - Tenants Services Authority (TSA) Annual report for tenants produced on time. It is on the website and was sent out to all tenants, leaseholders and members. Good attendance of <i>Training session</i> in April 2010 on the National Standards and how we measure against

No.	Deliverables (Output)	Delivery Leads	Due Date	RAG	Current position
					them.
5	Sustainable Communities Act				
	Publicise the use of the Act in the Local Authority (and amongst other partners) via newsletters and publications. Prompt suggestions from residents, community groups and others on how it could be used. Seek the views of councillors about issues in their communities. Identify an appropriate panel of local representatives to review the proposals. <i>Completed – to be removed from plan</i>	Peter Fraser	Year 1	G	Ongoing Sustainable Communities Act process has changed. There are no longer any specific deadlines and proposals can be resubmitted at any time. The Act will be used as appropriate.
6	Social Networking				
	Establish a partnership website/social networking place where online forums can gather views and generate discussions about prevailing local issues. <i>Completed – to be removed from plan</i>	Karen Aspinall Consultation Team	Year 1	G	Completed - CBC social networking channels established (as per the council's web development strategy) and growing in popularity. Internal processes and staff guidance and training is being developed to support the wider use of social media. Police already have their own well established face book page. No plans to combining the different channels. CBC continually monitors the Police face book page for relevant discussions.
Principle: Enabling Councillors to be leaders in and for their communities					
7	Provide Councillors with relevant ward-based intelligence, information and customer insight				
7.1	Issue and update Central Bedfordshire crib sheet (area profile). <i>Completed – to be removed from plan</i>	Jon Drea, Customer & Community Insight	Year 1	G	Completed - Crib sheet (now called Key Facts and Figures) and is published quarterly.
7.2	Issue and update ward based profiles. <i>Completed – to be removed from plan</i>	Jon Drea, Customer & Community Insight	Year 1	G	Completed - Ward and multi town profiles are published annually.
7.3	Monthly update by email to all Councillors to include: completed, current and future Local Authority consultations; complaints to the Local Authority; community events (eg. fetes and shows); Town and Parish Council meetings; Key partnership meetings; Grants available to communities; and Partner consultation & engagement activities. <i>Completed – to be removed from plan</i>	Jon Drea, Customer & Community Insight. Sarah Hughes Community Engagement	Year 1	G	Completed - Web pages set up to provide this information to councillors. Pages will improve over the months following feedback from Members. Value of these web pages is questionable. Hits are very low – which implies this is a resource not fully utilised by Members. This will be replaced with a generic monthly update complemented by a

Appendix B

Community Engagement performance management report – Year 1

No.	Deliverables (Output)	Delivery Leads	Due Date	RAG	Current position
					customised service on request.
7.4	Develop a web page for each ward to include all ward specific information listed above. <i>Completed – to be removed from plan</i>	Alan Ferguson, Web Content. Jon Drea, Customer & Community Insight. Sarah Hughes Community Engagement	Year 1	G	Completed
7.5	Issue a “handy guide” to the main Local Authority services (particularly Planning and Highways). <i>Completed – to be removed from plan</i>	Peter Bashford Engagement. Basil Jackson, Highways	Year 1.	G	Completed - A Transport guide (including highways) for members is in place. A spread sheet of updates on each issue raised by the general public is issued to members for their wards and relevant sections copied to the town and parish councils.
8	Individual Councillor budgets				
8.1	Identify sources of discretionary spend from within the Local Authority that could be diverted to fund Individual Councillor Budgets. <i>To be removed from plan</i>	Peter Fraser	Year 2	2-3	
8.2	Issue guidelines to help Councillors in their decision making about how to spend the money. <i>To be removed from plan</i>	Peter Fraser	Year 2	2-3	
8.3	Develop a record keeping system for recording how the budgets have been sent. <i>To be removed from plan</i>	Peter Fraser	Year 2	2-3	Ongoing As above
8.4	Review budget allowance and process <i>To be removed from plan</i>	Peter Fraser	Year 2	2-3	Ongoing As above
9	Support for local scrutiny, Councillor Call for Action and response to petitions				
	Develop a “handy guide” for Councillors and the public on the variety of methods communities can use to raise issues with the Local Authority (e.g. CCfA, petitions, SCA). <i>Completed – to be removed from plan</i>	Sarah Hughes Community Engagement Mel Peaston / Martha Clampitt Democratic Services	Year 1	G	Completed - Draft completed February 2011
10	Greater role and involvement in partnerships				
10.1	Develop a “handy guide” to key partnerships in Central Bedfordshire. <i>Completed – to be removed from plan</i>	Peter Fraser	Year 1	G	Completed See www.centraltogether.org.uk
10.2	Develop a partnership newsletter and include all ward Councillors in the distribution list.	Karen Lang, Partnership Adviser	Year 1	G	Completed - Quarterly LSP e-zine 'together' was launched in May 2010. Distributed to 1,000+

Appendix B

Community Engagement performance management report – Year 1

No.	Deliverables (Output)	Delivery Leads	Due Date	RAG	Current position
	<i>Completed – to be removed from plan</i>				stakeholders, including Ward Councillors.
10.3	Ensure the early involvement of Councillors in the major decisions made by the LSP, such as the LAA and Sustainable Community Strategy. <i>Completed – to be removed from plan</i>	Peter Fraser	Year 1	G	Completed Ongoing, Councillor Tricia Turner is the Chair of the Central Together Board
10.4	Ward members to be invited to Central Bedfordshire Forum meetings. <i>Completed – to be removed from plan</i>	Peter Fraser	Year 1	G	Completed. The last Forum meeting was held in January 2010 and no date has been set for a future meeting
11	Establish links with Third Sector organisations				
11.1	Develop a guide to the third sector in Central Bedfordshire and the Compact Agreement.	Peter Fraser	Year 1	G	Ongoing New Compact published in March 2011
11.2	Keep members informed of key issues affecting the third sector (to be included in the partnership newsletter). <i>Completed – to be removed from plan</i>	Karen Lang, Partnership Adviser	Year 1	G	Completed - Quarterly CBT e-zine 'together' has regular news from and links to the Stronger Communities Partnership Board, plus links to the voluntary and community organisations website 'Voluntary Works'. Quarterly ezine also links to CBT website (www.centraltogether.org.uk), which has 'Forum and Events' page detailing information on the Third Sector Assembly. CBT website also has a specific page for the information on the Compact. Discussion forum section of the CBT website enables Members to see what issues may be effecting the Third Sector and join in the on line conversation.
12	Case management system for Councillors				
	Research a case management system and present to Councillors for a final decision.	Customer Relations Sonya Branagan	Year 2 -3	G	Ongoing. - Evaluation of tenders of CRM /complaints management system due for completion end Feb 11 with a view to selecting preferred supplier and implementation in Year 2. The system is currently on hold due to implementation of EPC programme and budget constraints
13	Member development of community engagement skills				
13	Develop Councillor briefing sessions to support community engagement role	Sarah Hughes Community Engagement. Mel Peaston / Martha Clampitt Democratic Services	Year 2 -3	G	Ongoing. - Community Engagement carried out three all Member sessions in Nov. and Dec. 10. In addition 7 Member briefings took place for each of the SNT areas. The corporate Member Development Programme carried out Listening, Questioning and skill sharing in Sept 10 and ICT skills for members, including a Members ICT

No.	Deliverables (Output)	Delivery Leads	Due Date	RAG	Current position
					champion scheme. Moving forward, briefings around community engagement will be integrated with the corporate programme.
14	Dedicated officer support				
	Set up a dedicated telephone number for the help desk for Councillors to use to ensure a fast response. <i>Completed – to be removed from plan</i>	Customer Services	Year 1	G	Completed - In place and monitored. The number is 0300 300 8500
Principle: Enhancing the role of Town & Parish Councils					
15	Community lead planning including Town Centre Management and Neighbourhood Plans for Priority Estates				
15.1	Encourage and support the development of community-led plans (Town & Parish Plans).	Community Involvement	Year 1	G	Ongoing
15.2	Develop a mechanism to ensure community issues raised in the plans are used to inform local strategies, policies and plans.	Sarah Hughes Community Engagement	Year 1	G	Ongoing There is no formal structure put in place – for Neighbourhood plans or Parish Plans to influence work at strategy or policy level, though a detailed analysis was undertaken during the year and fed into the work plans of the Sustainable Communities directortae. There is currently an informal feedback mechanism on draft action plans for Parish Planning activity. Officers comment on action plans and sometimes agree at this point to work with the community on a particular issue.
15.3	All Town Councils to be formally contacted by Central Bedfordshire Council by end of May 2010 to invite them to develop a Town Centre Partnership. <i>Completed – to be removed from plan</i>	Helen Shore	Year 1	G	Completed
15.4	Options for constitutional links to Central Bedfordshire Town Centre Action Plans in place by end of July 2010, for those that wish to have them. <i>Completed – to be removed from plan</i>	Helen Shore	Year 1	G	Completed
15.5	Where necessary, Officer Groups will be set up and the first	Helen Shore	Year 1	G	Completed

Appendix B

Community Engagement performance management report – Year 1

No.	Deliverables (Output)	Delivery Leads	Due Date	RAG	Current position
	meetings scheduled by September 2010. <i>Completed – to be removed from plan</i>				
15.6	Existing Neighbourhood plans (Downside and Parkside /Tithe Farm) are linked to LSP plans and targets and in particular the work of thematic/statutory partnerships. Specific targets in the plans to be monitored by the LSP's thematic/statutory partnerships.	Sarah Hughes Community Engagement	Year 1	A	Ongoing Negotiations in hand with NIP/Town Councils/Ward members and Downside Groups.
16	Town & Parish Council Conferences				
	Two Town and Parish Council conferences will be held each year. A detailed report will be provided following each event. Feedback on any actions taken will be provided at subsequent events.	Peter Fraser	Year 1,2 & 3	G	Completed - Ongoing
17	Identifying opportunities for devolving services and budgets to Town & Parish Councils				
17.1	Work with Town/ Parish Councils to test and pilot the viability of service and budget devolution.	Ian Porter AD Strategy and Performance	Year 2 & 3	G	Ongoing - Discussions and pilots underway with several T&P Councils
17.2	Further opportunities for devolving services identified and would build upon lessons learned from pilot / case study.	Ian Porter AD Strategy and Performance	Year 2 & 3	2-3	Ongoing
18	Supporting clusters of Town & Parish Councils working together to resolve common issues				
18.1	Use Town and Parish Council conferences to promote and facilitate opportunities for joint activity between and across town and parish councils.	Peter Fraser	Year 1,2 & 3	G	Ongoing
18.2	Prompt discussion about specific local issues e.g. The Growth Agenda at Conferences. Facilitate and support any processes that Town and Parish Councils agree they wish to come together on.	Peter Fraser	Year 1,2 & 3	G	Ongoing - themed conferences have focussed on the growth agenda and Localism. An informal group of clerks and chairs of T&PCs has been formed which will help to develop agendas for future events.
19	Provide a key contact from Central Bedfordshire Council to each Town & Parish Council				
19	Town and Parish Councils will have a direct dial number for support and contact in the Local Authority.	Peter Fraser	Year 1	G	Completed - Ongoing. - Hotline in place and being monitored. A progress report was included in the Members Information Bulletin.
Principle: Building the capacity of local people to engage					
20	Community Development – helping people to form or join groups that influence decisions				
20.1	Identify opportunities for people to be involved in, inform and influence decision making.	Sarah Hughes Community Engagement	Year 2 & 3	G	Ongoing "Let's Talk Together" meetings have created an additional opportunity for communities to engage..

Appendix B

Community Engagement performance management report – Year 1

No.	Deliverables (Output)	Delivery Leads	Due Date	RAG	Current position
20.2	Identify people who are or want to get involved in local decision making activities/ opportunities through volunteering	Third sector partners	Year 2 & 3	G	Ongoing Reviewing in context of new Government and “Big Society”
20.3	Explore the option of establishing an active citizen hub which coordinates and supports the involvement of local people in the work of partners and the partnership.	Third sector partners	Year 2 & 3	G	Ongoing As above
21	Support the development and implementation of a Volunteering Strategy with the aim of increasing participation				
	Create a volunteering strategy for the partnership.	John Gelder, VCA	Year 2	2	Scoping completed, strategy in draft form. Ongoing
22	Three Year funding agreements with Third Sector organisations				
	Agree three year funding agreements.	Peter Fraser	Year 2	2-3	Ongoing – the uncertainty about future funding has resulted in this being put on hold for the time being, though it should remain as a key action.
23	Support the development of a Third Sector Assembly				
	Support the development of the Third Sector Assembly. Use the Assembly to promote and facilitate opportunities for joint activity between and across organisations.	Peter Fraser/ John Gelder, VCA	Year 1, 2 & 3	G	Completed - Ongoing.
24	Pilot a learning programme for local people interested in civic participation and engagement				
24.1	Identify learning needs of those people and organisations involved in local decision making structures.	Sarah Hughes Community Engagement Janet Ridge, Stronger Communities Partnership. Community Engagement DG	Year 2	2-3	Completed - Ongoing. The LTT meetings will a) provide a potential to recruit and b) anticipate progression of needs identification April 2011 onwards - need to consider in context of changing agenda, Big Society etc.
24.2	Design a pilot programme and seek funding to meet those needs.	Sarah Hughes Community Engagement Janet Ridge, Stronger Communities Partnership. Community Engagement DG	Year 3	2-3	Ongoing. BRCC has bid for funding. A previous bid for Take Part funding was unsuccessful.
25	Projects to develop the engagement capacity of young people				
	Links to be made and support provided to the Children’s Trust and others working with young people in both formal and informal environments (e.g. Youth Parliament).	Sarah Hughes Community Engagement	Year 1, 2 & 3	2-3	Ongoing

Appendix B

Community Engagement performance management report – Year 1

No.	Deliverables (Output)	Delivery Leads	Due Date	RAG	Current position
26	Community Asset Transfer				
	Town and Parish Councils and third sector organisations to identify if there are local assets in their community that may benefit from transfer to community management. Feasibility process undertaken as to whether proposals brought forward are viable and tenable for transfer, and ensure appropriate safeguards are put in place to protect those assets.	Ian Porter AD Strategy and Performance	Year 1, 2 & 3	G	Ongoing – various projects being progressed with some of the larger town councils – Dunstable, Leighton Linlade and Houghton Regis.
Principle: Ensuring a strategic and joined up, coordinated partnership approach					
27	Implement the partnership’s communication plan				
	Produce an implementation plan.	Sarah Hughes Community Engagement Georgina Stanton Communications	Year 1	G	Ongoing – actions from the communications plan are being implemented
28	Develop a joint toolkit for consultation and engagement work				
28.1	Review current local practice, including the skills of local practitioners and arrangements for training to use licensed products.	Community Engagement Development Group. Sarah Hughes Community Engagement Karen Aspinall	Year 1	A	Ongoing – A toolkit has been developed for CBC
28.2	Review good engagement practice in other places.	Community Engagement Development Group. Sarah Hughes Community Engagement	Year 1	A	Ongoing As above
28.3	Develop and devise a toolkit appropriate to Central Bedfordshire. <i>Completed – to be removed from plan</i>	Community Engagement Development Group. Sarah Hughes Community Engagement Karen Aspinall, Consultation	Year 1	G	Completed - CBC consultation toolkit launched late February 2011. Nb. This was originally to be developed as a partnership toolkit but at this stage is a CBC toolkit.
29	Joint consultation and engagement plan				
29.1	Produce an annual plan that sets out planned Local Authority and partner organisation’s key consultation and engagement activities.	Community Engagement Development Group	Year 1	G	Ongoing - Forward plan mapped

Appendix B

Community Engagement performance management report – Year 1

No.	Deliverables (Output)	Delivery Leads	Due Date	RAG	Current position
29.2	Establish a shared consultation database	Karen Aspinall, Consultation Team	Year 2	G	Ongoing CBC database established, still awaiting some ICT development to complete it.
30	Coordinating representation at community events				
30.1	Develop a directory of events and update as new events are programmed.	External Comms Sarah Hughes	Year 1, 2 & 3	2-3	Ongoing – see 29.1
30.2	Coordinate representation at appropriate events.	Sarah Hughes Community Engagement	Year 1, 2 & 3	G	Ongoing – see 29.1 External Comms only just been appointed. Will liaise as appropriate.
31	Establish Shared stakeholder database				
31.1	Create a stakeholder database that links engagement across the Local Authority.	Sarah Hughes Community Engagement	Year 2	G	Ongoing Stakeholder database is in place
31.2	Lead discussions with partners about consolidating all existing and relevant partner databases in to one and which retains links back to host partners own database.	Community Engagement Delivery Group	Year 2	2	Ongoing CBC database established for internal use
31.3	Identify software that enables partners to make use of the contacts for engagement and consultation work.	Community Engagement Delivery Group	Year 2	2	Ongoing
31.4	Put in place a shared stakeholder database.	Community Engagement Delivery Group	Year 3	3	
32	Shared community intelligence information and community insight				
	Develop a joint system that is cross partnership and holds appropriate data, information and intelligence relating to Central Bedfordshire and its communities.	Jon Drea, Customer & Community Insight	Year 1 developm ent work Year 2-3	G	Ongoing – a crude system is in place and discussions with partners are progressing – particular Health.
33	Partner Learning Programme				
	Develop a learning programme for staff/ officers/ volunteers involved in engagement and partnership related work based on: Liaison with all partners about current learning needs and existing learning programme support; Identification of gaps in learning programme support; Design any additional and required joint learning programme needs and identify how they will be resourced and delivered.	Community Engagement Delivery Group. Sarah Hughes Community Engagement Karen Aspinall, Consultation. Learning & Development Lisa Burton	To integrate into 2011 L&D Plan Y 2 -3	G	Ongoing - a number of activities that incorporate partnership working but not a specific programme of activity. We already work with partners to deliver joint L&D with regard to social care
34	Reporting to residents on the impact of engagement				

Appendix B

Community Engagement performance management report – Year 1

No.	Deliverables (Output)	Delivery Leads	Due Date	RAG	Current position
	Mechanisms developed to feedback to residents on progress of engagement activity, outcomes and their involvement in the various engagement mechanisms (Cross reference to Communication Plan).	External Comms	Year 2	G	Ongoing – Work is progressing under the ‘You Said, We Did’ branding, for example through articles in News Central. The External Comms Team is also working with the E Communications and Consultation Team to promote Let’s Talk Central. Summaries of LTT meetings are posted on the Central Together website within 2 weeks and posted to TPC’s.
35	Pilot an approach for joint and devolved partnership working that tests the delivery of collaborative working between the partners				
	Identify a key local theme (e.g. The Growth Agenda) and use this to set up and test a local consultation approach. Review and evaluate how well this works and identify lessons learned that can be fed into the Year 2 Delivery Plan.	Sarah Hughes Community Engagement Karen Aspinall, Consultation.	Year 1 Jan – Mar 11	A	Ongoing Move to Year 2 (post elections)

Meeting: Customer & Central Services Overview & Scrutiny Committee
Date: 26 July 2010
Subject: Work Programme 2010 – 2011 & Executive Forward Plan
Report of: Chief Executive
Summary: The report provides Members with details of the currently drafted Committee work programme and the latest Executive Forward Plan.

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

CORPORATE IMPLICATIONS

Council Priorities:

The work programme of the Customer & Central Services 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 Customer & Central Services Overview & Scrutiny Committee**
 - (a) **considers and approves the 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 currently drafted work programme for the Committee.
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 light grey.
3. The Committee is now requested to consider the work programme attached 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.

Task Forces

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

Conclusion

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

Work Programme for Customer & Central Services Overview & Scrutiny Committee 2011 – 2012

Ref	Indicative OSC Meeting Date	Report Title	Issue to be considered	Comment
1.	25 July 2011	<p>Executive Member Update</p> <p>Quarter 4 Performance Monitoring</p> <p>Quarter 4 Budget Monitoring</p> <p>Community Engagement Strategy</p> <p>2012/13 Budget Process & Timetable</p> <p>Sickness Absence Management</p>	<p>To receive a brief verbal update from the relevant Executive Member.</p> <p>To consider performance monitoring information for the last quarter of 2010/11</p> <p>To consider corporate budget monitoring information for the last quarter of 2010/11, together with specific information for the Office of the Chief Executive and the Customer & Shared Services Directorate.</p> <p>To receive and consider a refreshed Community Engagement Strategy.</p> <p>To receive a report outlining the process and timetable for budget setting 2012/13.</p> <p>To receive a presentation regarding the Council's approach to managing sickness absence</p>	

Ref	Indicative OSC Meeting Date	Report Title	Issue to be considered	Comment
2.	5 September 2011	<p>Executive Member Update</p> <p>Recovery Programme for Customer & Shared Services Directorate</p> <p>Asset Disposal Programme 2012/13</p> <p>Shared Services</p>	<p>To receive a brief verbal update from the relevant Executive Member.</p> <p>To consider the full recovery programme of the Customer & Shared Services Directorate and its progress to date.</p> <p>To receive details of the Council's disposal programme for 2012/13 together with background information relating to the Council's asset disposal protocol.</p> <p>To receive and consider a report outlining management progress in complying with Internal Audit's recommendations regarding the Council's Shared Services with Bedford Borough Council.</p>	
3.	17 October 2011	<p>Executive Member Update</p> <p>Quarter 1 Revenue Budget Monitoring</p>	<p>To receive a brief verbal update from the relevant Executive Member.</p> <p>To consider corporate revenue budget and treasury management monitoring information for the first quarter of 2011/12, together with specific information for the Office of the Chief Executive and the Customer & Shared Services Directorate.</p>	

Ref	Indicative OSC Meeting Date	Report Title	Issue to be considered	Comment
		Quarter 1 Capital Budget Monitoring	To consider corporate capital budget monitoring information for the first quarter of 20011/12, together with specific information for the Office of the Chief Executive and the Customer & Shared Services Directorate.	
		Quarter 1 Performance Monitoring	To consider performance monitoring information for the first quarter of 20011/12	
4.	28 November 2011	Executive Member Update	To receive a brief verbal update from the relevant Executive Member.	
5.	19 December 2011	Executive Member Update	To receive a brief verbal update from the relevant Executive Member.	
6.	16 January 2012	Executive Member Update	To receive a brief verbal update from the relevant Executive Member.	
		Quarter 2 Revenue Budget Monitoring	To consider corporate revenue budget and treasury management monitoring information for the second quarter of 20011/12, together with specific information for the Office of the Chief Executive and the Customer & Shared Services Directorate.	

Ref	Indicative OSC Meeting Date	Report Title	Issue to be considered	Comment
		Quarter 2 Capital Budget Monitoring	To consider corporate capital budget monitoring information for the second quarter of 20011/12, together with specific information for the Office of the Chief Executive and the Customer & Shared Services Directorate.	
		Quarter 2 Performance Monitoring	To consider performance monitoring information for the second quarter of 20011/12	
7.	27 February 2012	Executive Member Update	To receive a brief verbal update from the relevant Executive Member.	
8.	16 April 2012	Executive Member Update	To receive a brief verbal update from the relevant Executive Member.	
		Quarter 3 Revenue Budget Monitoring	To consider corporate revenue budget and treasury management monitoring information for the third quarter of 20011/12, together with specific information for the Office of the Chief Executive and the Customer & Shared Services Directorate.	
		Quarter 3 Capital Budget Monitoring	To consider corporate capital budget monitoring information for the third quarter of 20011/12, together with specific information for the Office of the Chief Executive and the Customer & Shared Services Directorate.	

Ref	Indicative OSC Meeting Date	Report Title	Issue to be considered	Comment
		Quarter 3 Performance Monitoring	To consider performance monitoring information for the third quarter of 20011/12	
9.	21 May 2012	Executive Member Update	To receive a brief verbal update from the relevant Executive Member.	
Other Items to be Considered – Date to be Determined				
10.		People Strategy	As agreed at the Corporate Resources OSC meeting of 1 March, to consider the underpinning action plans supporting implementation of the Council's People Strategy.	
11.		Medium Term Accommodation Strategy	To receive a report on progress with the Medium Term Accommodation Strategy	
12.		Corporate Asset Management Plan	To consider the Council's Corporate Asset Management Plan	
13.		Customer Services	Update on the progress of transferring back office functions to Customer Services	

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**Central Bedfordshire Council
Forward Plan of Key Decisions
1 July 2011 to 29 June 2012**

- 1) During the period from **1 July 2011 to 29 June 2012**, Central Bedfordshire Council plans to make key decisions on the issues set out below. “Key decisions” relate to those decisions of the Executive which are likely:
- to result in the incurring of expenditure which is, or the making of savings which are, significant (namely £200,000 or above per annum) having regard to the budget for the service or function to which the decision relates; or
 - to be significant in terms of their effects on communities living or working in an area comprising one or more wards in the area of Central Bedfordshire.
- 2) The Forward Plan is a general guide to the key decisions to be determined by the Executive and will be updated on a monthly basis. Key decisions will be taken by the Executive as a whole. The Members of the Executive are:

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

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

Meeting Date	Publication of Agenda
15 March 2011	03 March 2011
05 April 2011	24 March 2011
31 May 2011	19 May 2011
12 July 2011	30 June 2011
23 August 2011	11 August 2011
4 October 2011	22 September 2011
15 November 2011	3 November 2011
6 December 2011	24 November 2011
10 January 2012	22 December 2011
14 February 2012	2 February 2012
27 March 2012	15 March 2012
15 May 2012	3 May 2012

Central Bedfordshire Council

Forward Plan of Key Decisions for the period 1 July 2011 to 29 June 2012

Key Decisions

Date of Publication: 15.06.11

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.	Biggleswade Town Centre Strategy and Masterplan -	To consider and formally adopt the Biggleswade town centre strategy and masterplan as a supplementary planning document.	12 July 2011	Non statutory consultation – July 2009 comprising public exhibition Non statutory consultation – 3 July to 27 August 2010, 4 public exhibitions in addition to web and print consultation methods Formal statutory consultation – February to March 2011 for a period of five weeks	Biggleswade town centre strategy and masterplan	Cllr Ken C Matthews Comments by 11/06/11 to Contact Officer: Liz Wade, Assistant Director Economic Growth and Regeneration Email: liz.wade@centralbedfordshire.gov.uk Tel: 0300 300 6288
2.	Delivering the Rural Development Programme in Central Bedfordshire -	To make a decision regarding provision of a loan to BRCC for up to £500,000 to support cash flow in the delivery of the Rural Development Programme for England (RDPE) for the Greensands Ridge area.	12 July 2011		A copy of the proposed Loan Agreement will be appended to the report.	Cllr Maurice Jones Comments by 15/06/11 to Contact Officer: Helen Shore, Head of Business Investment and Marketing Email: helen.shore@centralbedfordshire.gov.uk Tel: 0300 300 6527

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
3.	Business Case for Integrated Children's ICT System Improvement -	To consider the business case for the procurement of a replacement Integrated Children's System and improvement of related processes and workflows.	12 July 2011		Report	Cllr Maurice R Jones Comments by 11/06/11 to Contact Officer: Clive Jones, Assistant Director Customer and Systems Email: clive.jones@centralbedfordshire.gov.uk Tel: 0300 300 4168
4.	Consultation on Central Bedfordshire's draft Approach to Parking Management -	To consider the consultation on Central Bedfordshire's draft Approach to Parking Management.	12 July 2011	Members and Town and Parish Councils Exhibitions at Priory and Watling House Tuesday 6 June 2011	Draft Approach to Parking Management	Cllr Brian J Spurr Comments by 11/06/11 to Contact Officer: Basil Jackson, Assistant Director Highways & Transport Email: basil.jackson@centralbedfordshire.gov.uk Tel: 0300 300 6171
5.	Budget Management - Provisional Outturn 2010/11 -	To provide information on the budget outturn as at 31 March 2011.	12 July 2011		Report	Cllr Maurice R Jones Comments by 11/06/11 to Contact Officer: John Unsworth, Interim Assistant Director of Finance Email: john.unsworth@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)
6.	Steppingstones Hostel -	To seek approval to dispose of Steppingstones Hostel, Lancot Drive, Dunstable.	12 July 2011		Report	Cllr Maurice R Jones Comments by 18/06/11 to Contact Officer: Ian Brown, Interim AD Assets or Peter Burt, MRICS, Head of Property Assets Email: ian.brown@centralbedfordshire.gov.uk Tel: 0300 300 5711 or peter.burt@centralbedfordshire.gov.uk Tel: 0300 300 5281
7.	Post 16 Transport Policy -	To approve the draft policy to be implemented from September 2012.	23 August 2011	Consultation to run between 9 May 2011 and 24 June 2011. Workshops to be held with schools, colleges, neighbouring authorities and Youth Parliament.	Report Consultation forms and feedback Draft policy Equality Impact Assessment	Cllr Mark A G Versallion Comments by 22/07/11 to Contact Officer: Sylvia Gibson, Interim Assistant Director, Learning and Strategic Commissioning Email: sylvia.gibson@centralbedfordshire.gov.uk Tel: 0300 300 5522
8.	Community Engagement Strategy -	To endorse the refresh of the Community Engagement Strategy.	23 August 2011		Report	Cllr James G Jamieson Comments by 22/07/11 to Contact Officer: Ian Porter, Assistant Director Policy, Partnerships & Performance Email: ian.porter@centralbedfordshire.gov.uk Tel: 0300 300 6529

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
9.	Commissioning the Providers of Care at Four Extra Care Scheme Courts in Central Bedfordshire -	To approve the Social Care, Health and Housing recommendation for recommissioning the providers of care at four Extra Care Scheme Courts in Central Bedfordshire.	23 August 2011	Residents, relatives and Housing Providers have all been involved, and relatives of the residents will be included in the assessment of tenders.	Tender Document Report	Cllr Mrs Carole Hegley Comments by 22/07/11 to Contact Officer: Elizabeth Saunders, Assistant Director Commissioning Email: elizabeth.saunders@centralbedfordshire.gov.uk Tel: 0300 300 6494
10.	Award of Contract: 24/7 Community Alarm and Emergency out of hours telephone call handling service -	To award the contract.	23 August 2011		Tender report	Cllr Mrs Carole Hegley Comments by 22/07/11 to Contact Officer: Basil Quinn, Housing Asset Manager Performance Email: basil.quinn@centralbedfordshire.gov.uk Tel: 0300 300 5118
11.	Annual Report of Bedford and Central Bedfordshire Adult Safeguarding Board -	To receive the Annual Report of Bedford and Central Bedfordshire Adult Safeguarding Board.	23 August 2011	Partners on the Safeguarding Board on the 14 June 2011.	Annual Report	Cllr Mrs Carole Hegley Comments by 01/08/11 to Contact Officer: Ed Thompson, Assistant Director, Adult Social Care Email: ed.thompson@centralbedfordshire.gov.uk Tel: 0300 300 5146

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
12.	Budget Management Report - Quarter 1 -	To consider the quarter 1 budget management report.	4 October 2011		Report	Cllr Maurice R Jones Comments by 03/09/11 to Contact Officer: John Unsworth, Interim Assistant Director of Finance Email: john.unsworth@centralbedfordshire.gov.uk Tel: 0300 300 6147
13.	Economic Development Plan including the Approach to All Age Skills -	To recommend to full Council to approve the Central Bedfordshire Economic Development Plan.	15 November 2011	13 week consultation from 8 June 2011, to include focus groups, workshops, key stakeholder meetings and web based consultation.	Draft final Economic Development Plan	Cllr Ken C Matthews Comments by 14/10/11 to Contact Officer: James Cushing, Head of Economic Policy Email james.cushing@centralbedfordshire.gov.uk Tel: 0300 300 4984
14.	Budget Management Report - Quarter 2 -	To consider the quarter 2 budget management report.	6 December 2011		Report	Cllr Maurice R Jones Comments by 05/11/11 to Contact Officer: John Unsworth, Interim Assistant Director of Finance Email: john.unsworth@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)
15.	Review of Central Bedfordshire Council Library Service -	Approval is sought to: A: agree the Central Bedfordshire vision for the Libraries Service; and B: agree a sustainable model of future Library Service provision.	6 December 2011	Throughout May/June a series of focus groups and workshops with service users and partners and stakeholders. From July – September/October a formal consultation for a minimum of 13 weeks on the vision and potential service delivery models.	Emerging vision, core service offer and aspiration Libraries Service Review Report Outcomes from consultation process Equality Impact Assessment	Cllr Brian J Spurr Comments by 05/11/11 to Contact Officer: Kate McFarlane, Head of Community Regeneration & Adult Skills Email: kate.mcfarlane@centralbedfordshire.gov.uk Tel: 0300 300 5858
16.	Gypsy & Traveller DPD -	To recommend to Council the adoption of the Gypsy & Traveller DPD.	10 January 2012	Statutory LDF consultation process and Examination by Planning Inspector.	Gypsy & Traveller DPD (DLF North)	Cllr Ken C Matthews Comments by 09/12/11 to Contact Officer: Richard Fox, Head of Development Plan Email: richard.fox@centralbedfordshire.gov.uk Tel: 0300 300 4105
17.	Award of the Housing Responsive Maintenance and Void Repairs Contract -	To award the housing responsive maintenance and void repairs contract.	10 January 2012		Report	Cllr Mrs Carole Hegley Comments by 09/12/11 to Contact Officer: Basil Quinn, Housing Asset Manager Performance Email: basil.quinn@centralbedfordshire.gov.uk Tel: 0300 300 5118

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
18.	Community Safety Partnership Priorities and the Community Safety Partnership Plan for 2012-2013 -	To adopt the Community Safety Partnership Priorities and the Community Safety Partnership Plan for 2012-2013.	27 March 2012	Strategic Assessment & Partnership Plan will be considered at the Community Safety Partnership Executive meeting in November/December, Overview and Scrutiny Committee and the Local Strategic Partnership.	Strategic Assessment Priorities & Community Safety Partnership Plan 2012-2013	Cllr Brian J Spurr Comments by 26/02/12 to Contact Officer: Jeanette Keyte, Community Safety Manager Email: jeanette.keyte@centralbedfordshire.gov.uk Tel: 0300 300 5232
19.	Food Law Enforcement Service Plan 2012-2013, Age Restricted Sales Plan 2012-2013 and the Health and Safety (as a Regulator) Service Plan 2012-2013 -	To approve the Food Law Enforcement Service Plan 2012-2013, Age Restricted Sales Plan 2012-2013 and the Health and Safety (as a Regulator) Service Plan 2012-2013.	27 March 2012		Central Bedfordshire Enforcement Policy; FSA Framework Agreement on Local Authority Food Law Enforcement; Food Law Code of Practice (England); HSE Section 18 Standard on Enforcement	Cllr Brian J Spurr Comments by 26/02/12 to Contact Officer: Susan Childerhouse, Head of Public Protection (North) Email: susan.childerhouse@centralbedfordshire.gov.uk Tel: 0300 300 4394
20.	Budget Management Report - Quarter 3 -	To consider the quarter 3 budget management report.	27 March 2012		Report	Cllr Maurice R Jones Comments by 26/02/11 to Contact Officer: John Unsworth, Interim Assistant Director of Finance Email: john.unsworth@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)
NON KEY DECISIONS						
21.	Quarter 4 Performance Report -	To highlight key Quarter 4 performance for Central Bedfordshire Council.	12 July 2011		None.	Cllr Maurice R Jones Comments by 11/06/11 to Contact Officer: Ian Porter, Assistant Director Policy, Partnerships & Performance Email: ian.porter@centralbedfordshire.gov.uk Tel: 0300 300 6529
22.	Options for determining Fostering Allowances -	To consider the options for determining Fostering Allowances.	23 August 2011		None.	Cllr Mark A G Versallion Comments by 22/07/11 to Contact Officer: Catherine Parry, Head of Safeguarding and Children in Care Email: catherine.parry@centralbedfordshire.gov.uk Tel: 0300 300 6441

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

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

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

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

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