

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



please ask for Bernard Carter

direct line 0300 300 4175

date 5 January 2012

NOTICE OF MEETING

CUSTOMER AND CENTRAL SERVICES OVERVIEW & SCRUTINY COMMITTEE

Date & Time

Monday, 16 January 2012 10.00 a.m.

Venue at

Room 15, Priory House, Monks Walk, Shefford

Richard Carr
Chief Executive

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

Cllrs P A Duckett (Chairman), Miss A Sparrow (Vice-Chairman), L Birt, J A E Clarke, Mrs R J Drinkwater, Dr R Egan, R W Johnstone, J Murray and Mrs M Mustoe

[Named Substitutes:

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 19 December 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 & Executive Member for Corporate Resources.	*
10	Corporate Asset Management Strategy To consider the Council's Corporate Asset Management Strategy.	* 11 - 60
11	Recovery Programme To receive a presentation outlining progress against the recovery programme of the Corporate Services Directorate.	*
12	Traded Services to Schools To consider an options report regarding the future level of traded services to schools.	* 61 - 78
13	Quarter 2 Performance Monitoring To consider performance monitoring information for the second quarter of 2011/12.	* 79 - 88
14	Work Programme 2011 - 2012 & Executive Forward Plan The report provides Members with details of the currently drafted Committee work programme and the latest Executive Forward Plan.	* 89 - 112

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CENTRAL BEDFORDSHIRE COUNCIL

At a meeting of the **CUSTOMER AND CENTRAL SERVICES OVERVIEW & SCRUTINY COMMITTEE** held in Room 15, Priory House, Monks Walk, Shefford on Monday, 19 December 2011.

PRESENT

Cllr P A Duckett (Chairman)
Cllr Miss A Sparrow (Vice-Chairman)

Cllrs L Birt
J A E Clarke
Mrs R J Drinkwater

Cllrs Dr R Egan
R W Johnstone
Mrs M Mustoe

Apologies for Absence: Cllrs J Murray

Substitutes: Cllrs

Members in Attendance: Cllrs P N Aldis
D Jones
M R Jones

Deputy Leader and
Executive Member for
Corporate Resources

Officers in Attendance: Mr B Carter – Corporate Policy & Scrutiny
Manager
Ms D Clarke – Interim Assistant Chief Executive
(People & Organisation)
Mr C Warboys – Chief Finance Officer & Section
151 Officer

Others in Attendance

CCS/11/70 **Minutes**

RESOLVED

that the Minutes of the meeting of the Customer and Central Services Overview and Scrutiny Committee held on 28 November 2011 be confirmed and signed by the Chairman as a correct record.

CCS/11/71 **Members' Interests**

(a) **Personal Interests:-**

None.

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

Cllr R Egan.

CCS/11/72 **Chairman's Announcements and Communications**

The Chairman had no announcements.

CCS/11/73 **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/11/74 **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/11/75 **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/11/76 **Requested Items**

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

CCS/11/77 **Executive Member Update**

The Deputy Leader and Executive Member for Corporate Resources brought to the Committee's attention the possible need to review delivery of the "Let's Talk Together" meetings, which currently give members of the public and local groups the opportunity to meet and talk with Councillors and representatives from key organisations, and is a communication tool used by Central Bedfordshire Together (the local strategic partnership) to engage with the community.

Members of the Committee were unanimous in their opinion that such a review was required, expressing a number of concerns about the current framework, particularly in relation to a lack of public attendance and the geographical areas covered by such meetings. The Committee therefore agreed to establish a Member Task Force to review the issue, with a view to reporting back findings to a future Committee meeting, and Councillors Birt, Duckett, Johnstone, Mustoe and Sparrow volunteered to take part.

RECOMMENDATION

That a Member Task Force be established to review delivery of "Let's Talk Together" meetings, which would report back findings to a future Committee meeting.

CCS/11/78 **Draft Budget 2012/13, Medium Term Financial Plan 2012 - 2016 and Capital Programme 2012/13 to 2015/16**

The Deputy Leader and Executive Member for Corporate Resources presented the Council's Draft Budget 2012/13 report, which also contained details of the Medium Term Financial Plan 2012 to 2016 and Capital Programme 2012/13 to 2015/16. In doing so, he drew the Committee's attention in particular to the Council's formula grant, budget assumptions, pressures and efficiencies, and to those comments received from the other Overview & Scrutiny Committees, which had considered the same report at their meetings in the previous week.

Members of the Committee discussed the contents of the report in detail and raised a number of queries regarding the following issues, which were addressed by the Executive Member and officers in attendance:

- The Channel Shift programme and the savings that would accrue as a result. The Executive Member confirmed that the programme was currently at design stage and service specific savings could not yet be identified. It was anticipated however that circa £1.5M would be saved in total over the course of the 3 year programme;
- Given the harsh economic environment, the soundness of the Council's assumptions with regard to receipt of formula grant. The Chief Finance Officer confirmed that whilst he was confident that grant funding for 2012/13 would be as expected, later years could only be indicative at present;
- Given rising unemployment, the soundness of the Council's assumptions with regard to its ability to fund the increasing cost of housing and council tax benefits. The Chief Finance Officer confirmed that whilst it was difficult to predict future pressures, at current claimant levels, the Council's proposed budget was sufficient. In a related matter, Members also discussed the need for the Council to maintain its robust stance with regard to the investigation and prosecution of benefit fraud;
- Traded Services to Schools and the sufficiency of the Council's communication and support to schools (particularly lower schools) whilst the Council undertook its fundamental review into the provision of such services. In a related matter, the administration of the staff appeals process was raised;
- The New Homes Bonus and the need for the Council to establish a policy regarding use of this income stream, albeit acknowledging that it was not a ring fenced grant and continued receipt could not be guaranteed;
- The as yet unidentified additional savings targets within Corporate Services for 2012/13. The Executive Member confirmed that these additional savings targets would be identified in time for Executive consideration at its 14 February 2012 meeting;

- The ambitious nature of the Council's capital programme bearing in mind scheme slippage in previous years. The Executive Member acknowledged the issue and confirmed that an allowance for slippage of 10% of the net capital requirement in each programme year had been made.

At the end of the debate, the Committee agreed by majority vote (7 for, nil against, 1 abstention) to note the comments raised by the other Overview & Scrutiny Committees and confirm that in overall terms, the budget was sound and could be endorsed.

RECOMMENDATION:

That the Draft Budget 2012/13, Medium Term Financial Plan 2012-16 and the Capital Programme 2012/13 to 2015/16 be endorsed as set out.

CCS/11/79 **Fees and Charges 2012/13**

The Deputy Leader and Executive Member for Corporate Resources presented the Council's Fees & Charges 2012/13 report and whilst doing so, drew the Committee's attention specifically to those fees and charges pertaining to Corporate Services, detailed on Pages 53 to 57.

Members of the Committee noted the contents of the report and confirmed that in their opinion the fees and charges contained therein were fair and equitable.

RECOMMENDATION:

That the proposed fees and charges relating to Corporate Services for the financial year 2012/13 be endorsed for consideration by the Executive at its meeting on 14 February 2012.

CCS/11/80 **Revenue Budget Management Report Quarter ended 30 September 2011 for Corporate Resources**

The Deputy Leader & Executive Member for Corporate Resources introduced the Revenue Budget Monitoring Report for the second quarter of 2011/12, which covered those services contained within Corporate Services.

During presentation of the report, Members of the Committee asked a number of specific questions, all of which were answered by the Executive Member and officers in attendance. In particular Members questioned and received assurances on the Council's communication and support to schools whilst the Council undertook its fundamental review into the provision of such services in the future (an issue discussed previously at CCS/11/78 above).

RECOMMENDATION:

That the report be noted.

CCS/11/81 **Capital Budget Management Report Quarter ended 30 September 2011 for Corporate Resources**

The Deputy Leader & Executive Member for Corporate Resources introduced the Capital Budget Monitoring Report for the second quarter of 2011/12, which covered those schemes relating to Corporate Services.

During presentation of the report, Members of the Committee asked a number of specific questions, all of which were answered by the Executive Member and officers in attendance.

RECOMMENDATION:

That the report be noted.

CCS/11/82 **Work Programme 2011 - 2012 & Executive Forward Plan**

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

RESOLVED

1. That the Committee's Work Programme be noted.

(Note: The meeting commenced at 10.00 a.m. and concluded at 12.30 p.m.)

Chairman.....

Date.....

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Meeting: Customer and Central Services Overview and Scrutiny Committee
Date: 16 January 2012
Subject: Corporate Asset Management Strategy
Report of: Cllr Maurice Jones, Executive Member for Corporate Resources
Summary: The report proposes a Corporate Asset Management Strategy for the period 2012-2016

Advising Officer: Richard Carr, Chief Executive
Contact Officer: Ian Brown, Chief Assets Officer (Interim)
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

1. The Corporate Asset Management Strategy sets out the Council's strategic objectives for the management of its property and land assets over the next four years.

Financial:

2. The Council's Medium Term Financial Plan (MTFP) for both revenue and capital reflects the delivery of the strategy over the four year period 2012-2016.

Legal:

3. The adoption of the Corporate Asset Management Strategy has no specific legal implications. However, as a significant landowner and landlord, the Council must be act in accordance with the legal framework governing the management of its landholdings and to obtain specialist legal advice and support as necessary.

Risk Management:

4. Financial Risks:

These will include, but may not be limited to:

- Non materialisation of revenue/efficiency savings
- Non realisation of capital receipts
- Failure to achieve improvement in financial returns and increased rental income
- Non delivery of carbon reduction targets

Legislative Risks:

- Failure to discharge statutory responsibilities, including statutory maintenance, health and safety, and other legal requirements.

Service Delivery Risks:

- Failure to develop flexible ways of working
- Non delivery of services, directorate visions, and planned programmes
- Non delivery of key priorities and performance objectives

Reputational Risks:

- Non delivery of strategy or failure to mitigate risks may result in reputational damage.

The identified risks will be monitored and appropriate mitigations implemented.

Staffing (including Trades Unions):

5. Not applicable.

Equalities/Human Rights:

6. Public authorities have a statutory duty to promote equality of opportunity, eliminate unlawful discrimination harassment and victimisation and foster good relations in respect of nine protected characteristics; age disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
7. The Corporate Asset Management Strategy includes programmes for the disposal/acquisition of assets and capital development projects, these will include the development of an equality impact assessment to ensure that the implications of each potential disposal/acquisition/project are fully considered.

Community Safety:

8. The Council has a duty under Section 17 of the Crime and Disorder Act 1998 to do all that is reasonable to prevent crime and disorder in its area. The Council's Corporate Asset Management Strategy will be managed to ensure that the Council fulfils its statutory obligations, thus ensuring that the safety of all our land and property and people who use them is paramount.

Sustainability:

9. The Corporate Asset Management Strategy brings quantifiable carbon reduction and related financial savings to the Council.

Procurement:

10. There are several aspects of procurement support that will be required to assist in the delivery of this plan and we will need to ensure that any contractual arrangements have been properly established through open and fair competition.

11. The investigative tasks associated with service priorities, option appraisals, market testing and affordability constraints will inform the development of business cases which in turn will be developed into requirements that can be exposed to appropriate competition to determine value for money.

RECOMMENDATION(S):

The Committee is asked to:-

- 1. Consider the Corporate Asset Management Strategy 2012-2016**

Purpose of Report

12. To provide Overview and Scrutiny Committee with an opportunity to scrutinise the proposed Corporate Asset Management Strategy 2012-2016.

Background Information

13. A report on development of the then Corporate Asset Management Plan (CAMP) was submitted to C&CS O&SC on 15 November 2010 who requested a short term (one year) plan be produced, with a medium term CAMP to follow during 2011/12. The medium term Corporate Asset management Strategy 2012-2016 is attached at Appendix A.

Scope

14. The CAMS 2012-2016 is inclusive of the whole land and property assets portfolio but excludes Highways, ICT and Transport assets.

Financial and Other Options

15. The Council's MTFP sets out the financial framework for the next 4 years. Whilst there is more clarity on funding and savings for the next 2 years, estimates are also made of the position leading up to 2015/16.
16. The CAMS is a key component of both the short and medium term financial position of the Council. Significant revenue savings are anticipated from the rationalisation of accommodation in the short term. The CAMS will contribute further efficiency savings towards balancing future budgets. These include reduced lease and maintenance costs. There will also be a focus on improving the financial returns from commercial properties and increasing rental income.
17. The Council has an ambitious capital programme and CAMS will generate significant capital receipts, for example through identification and disposal of surplus properties, over the longer term which will be used to help finance this programme. This will enable the Council to minimise its reliance on external borrowing and thus keep capital financing charges as low as possible, which will further assist to offset the revenue budget pressures.

Appendices:

Appendix A – Corporate Asset Management Strategy 2012-2016

Background papers – None

CORPORATE ASSET MANAGEMENT STRATEGY 2012-2016

Version 1.15



FOREWORD

Cllr Maurice Jones, Deputy Leader and Executive Member for Corporate Resources

It gives me great pleasure to present the Council's medium term Corporate Asset Management Strategy.

The strategy sets out our approach to the effective management and development of our land and property assets over the next four years. The approach is framed within the context of the Council's strategic objectives, vision and values, and the Medium Term Financial Plan.

The Council has made considerable progress towards establishing a solid and sustainable foundation for the management of our land and property assets, I nevertheless acknowledge we are only part way through the journey towards efficiency and effectiveness.

The Council has developed a vision for our land and property assets and that is we will only use property that supports and sustains delivery of our services.

In assessing where we have reached, and where we need to get to over the next four years the Council has also established five corporate priorities for the effective management of our land and property assets, these are:

1. Delivering cost effective and efficient acquisition, disposal and management of land and property to meet safe service delivery, and investment needs.
2. Realising our strategic ambitions in the delivery of our regeneration strategies and projects.
3. Reviewing and delivering the maximum financial and optimum operational benefit from our property assets, including with partners.
4. Acting as the Corporate landlord for Central Bedfordshire Council's estate.
5. Community development through our property asset portfolio.

In particular, the first two years of the strategy have been planned in detail. A key requirement will be for the strategy to be reviewed, refreshed and updated on an annual basis.

As part of the strategy the Council has identified a wide range of actions which form the implementation plan to meet the identified priorities. The strategy also includes a number of key performance measures from which achievements and successes within the strategy can be monitored.

In particular the Council is seeking to rationalise its office accommodation in order to save significant costs, and to promote flexible ways of working, and delivering services. In addition the Council is seeking to receive capital receipts in excess of £50 million, or the

benefit in kind, during the period of the strategy, to be re-invested into effective service delivery. The Council will also consider the property related impacts from the comprehensive Social Services Review in 2012/13. The Council also has to deliver a major schools' re-provision and replacement programme over the course of the period, and beyond, worth some £93 million.

I commend the Corporate Asset Management Strategy to you.

Councillor Maurice Jones






Deputy Leader and Portfolio Holder Resources

DRAFT

EXECUTIVE SUMMARY

1. The Corporate Asset Management Strategy represents the Council's view as to how it will effectively and efficiently manage and develop its property and land assets over the four year period 2012-2016. The scope of the strategy extends to all the building and land assets owned or leased by the Council only. The strategy will be reviewed annually to coincide with budget setting.
2. The Council's property and land portfolio (including Council Housing) is currently valued at £965 million. The portfolio comprises 1,460 assets, 432 buildings (a total floor area of 445,000 square metres), and 3,631 hectares of land.
3. The five year maintenance backlog liabilities (for Corporate and Schools buildings, and Council Housing) amount to £140 million. The whole life costing position is £1,239 million liabilities.
4. The Council has identified key service delivery and financial benefits from implementation of the strategy.
5. The strategy is set within the context of the Council's current vision, priorities and values, and its medium term financial plan.
6. The Council has adopted a vision for its property assets:
"The Council will only use property that supports and sustains delivery of our services"

In setting that vision the Council has also identified five key priorities within the Corporate Asset Management Strategy, these are:

-  Delivering cost effective and efficient acquisition, disposal and management of land and property to meet safe service delivery, and investment needs.
-  Realising our strategic ambitions in the delivery of our regeneration strategies and projects.
-  Reviewing and delivering the maximum financial and optimum operational benefit from our property assets, including with partners.
-  Acting as the Corporate landlord for Central Bedfordshire Council's estate.
-  Community development through our property asset portfolio.

7. Given the size, scale and complexity of the property and land assets portfolio the Council has considered the Corporate Asset Management Strategy as it applies to the following parts of the portfolio.
 - Schools/Children's Services
 - Community assets
 - Corporate/Service
 - 'Care' properties
 - Regeneration
 - Council Housing
 - Investment properties

8. The key property priorities in connection with the Schools/Children's Services part of the portfolio are:
 - Support to the vesting of academy schools
 - Delivering the schools' capital programme
 - Delivering the schools' carbon reduction programme
 - Rolling condition surveys and valuations
 - Exercising our statutory responsibilities for schools and other buildings
 - Delivering the New School Places Capital Programme of £93 million

9. The key property priorities in connection with the regeneration part of the portfolio are:
 - Town Centre regeneration in Flitwick, Leighton Buzzard and Dunstable
 - Delivering £40 million of capital receipts, or the benefits in kind, from the Local Development Framework key sites (five) over the course of the strategy, with further receipts to follow.

10. The key property priorities in connection with the Corporate/Service part of the portfolio are:
 - Delivering the Medium Term Accommodation Plan
 - Delivering the Corporate Building Capital programme
 - Delivering the carbon reduction programme
 - Delivering the surplus property disposal programme worth £14 million over three years
 - Rolling condition surveys and valuations

11. The key property priorities in connection with the 'care' properties are:

- Managing the property asset needs and changes arising from the Social Services Review
 - Confirming retain and improve/dispose decisions on assets not fit for purpose
 - Exploring synergies between Adult Social Care property asset needs, and those of partners
 - To be part of developing an ASC programme of capital development by 2013/14
12. The key property priorities in connection with Council Housing are:
- Continuing to manage retail premises which form part of the Council housing portfolio
 - Aligning surplus corporate assets where possible to meet the increased need for provision of temporary housing accommodation and other housing need.
13. The key property priorities in connection with our community assets are:
- Meeting the requirements of the Localism Act
 - Supporting delegation or devolving of services to Town and Parish Councils through the property asset base where possible
14. The key property priorities from our investment properties are:
- Improving the yield from the investment property, to 8% by 2016
 - Reducing voids by 8% over the period of the strategy
15. The Council has agreed a series of key performance indicators to measure the effectiveness and efficiency of how we manage our property assets. Specific performance improvement plans over the life of the strategy form part of these KPIs.

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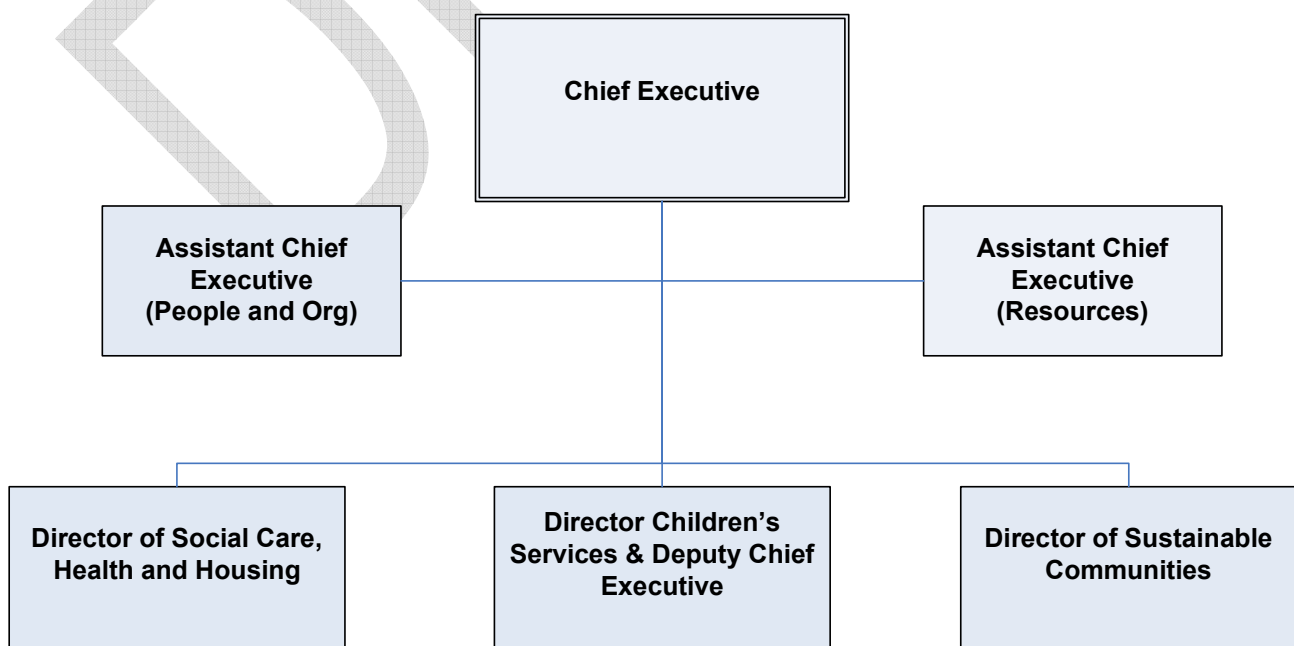
Chapters	Page No
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2. Progress to Date in Managing Land and Property Assets	
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6.2. Corporate/Service Portfolio	
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1. INTRODUCTION

- 1.1. Central Bedfordshire is located on the northern fringe of London, with a population of just under 250,000. Its location places it 'on the edge' of other regional groupings such as East Midlands, South East and Eastern Regions. It is part of the Eastern Region.
- 1.2. There is a local airport (Luton) and good North to South road and rail links, but East to West travel is more difficult, and there is concern that the area is seen as a place to travel through or commute from, rather than to stay and work in. Recent population growth has put pressure on the existing transport infrastructure.
- 1.3. The Council sees regeneration and economic development with the consequent impact on housing and schools' provision as a key strategic driver. The Council also has to respond to the demographic profile of elderly and very elderly residents within its geographic area and align our property assets accordingly. The Council's property and land assets have a key role to play in enabling these strategies.

1.4. Organisation and Political Structure

- 1.4.1. The Council is Conservative controlled there being 49 Conservative Councillors, 5 Liberal Democrat, 4 Independent and 1 Labour. The Council has a cabinet of 8 Councillors including the Leader and Deputy Leader.
- 1.4.2. The structure of the Corporate Management Team is shown below.
- 1.4.3. The Council's land and property assets (excluding Council Housing) are managed by the Assistant Chief Executive (Resources)



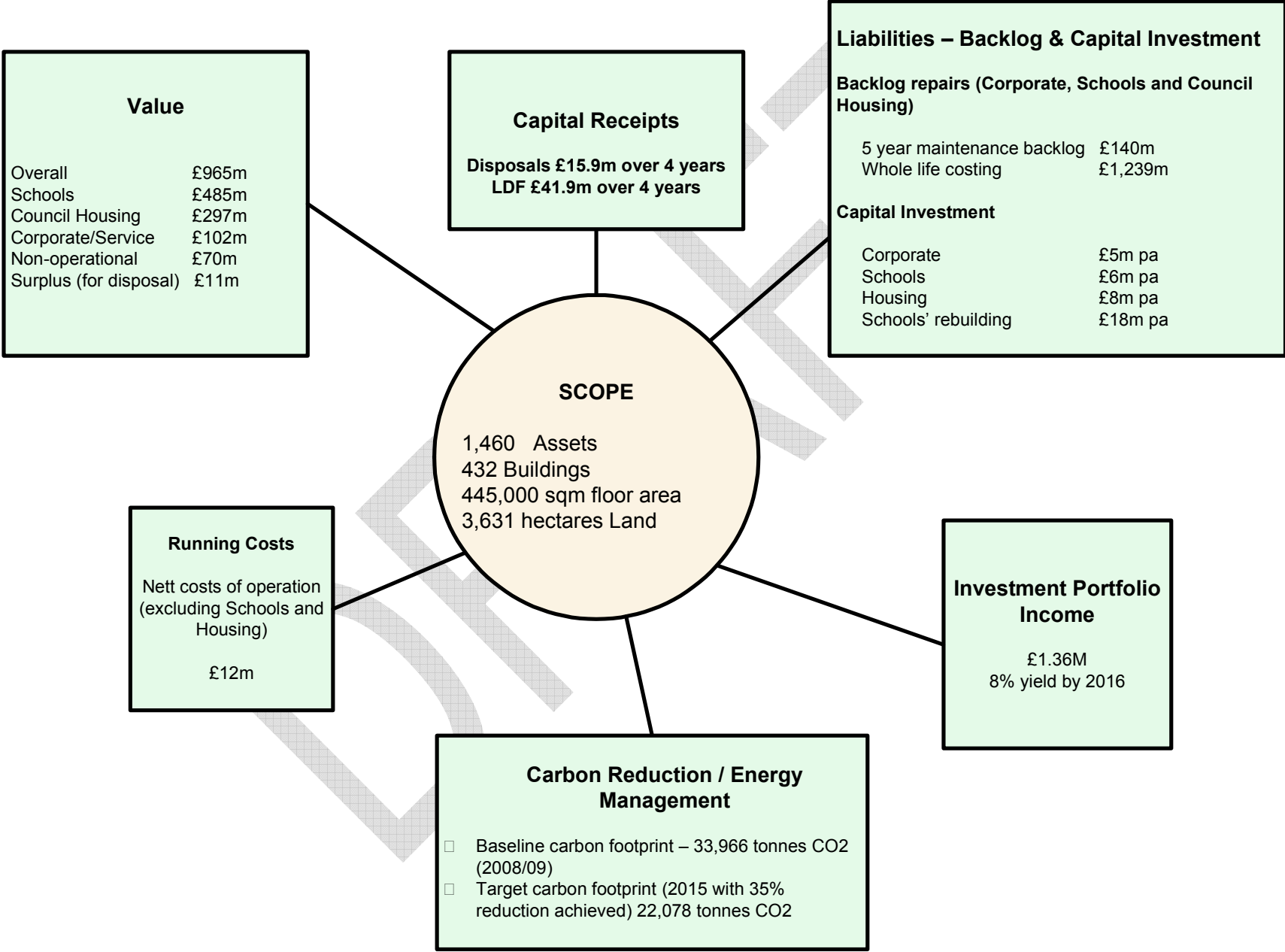
1.5. Context

- 1.5.1. This Corporate Asset Management Strategy (CAMS) needs to be read in the context of the wider changes underway in the Council to meet challenging financial targets set by the government whilst maintaining frontline service delivery across the range of Council Services.
- 1.5.2. It provides an overarching strategic framework over a period of four years within which to plan, co-ordinate and control the strategies, projects and initiatives designed to maximise the efficiency and effectiveness with which the estate is managed in support of overall Council aims and objectives.
- 1.5.3. Improving the management of land and property assets is a key objective for the Council. Effective asset management will produce significant financial efficiencies, particularly in the medium to long term. It will ensure the property assets of the Council are appropriate to the needs of users of Council Services, the community, and other stakeholders.
- 1.5.4. The Council now has a Medium Term Financial Plan which, amongst other things, will enable a greater focus on frontline services. Its implications are radical and far reaching, requiring change plans of significant scale.
- 1.5.5. In the area of land and property asset management the Council is making important changes which not only represent good practice in asset management planning but which are fundamental to the Medium Term Plan.
- 1.5.6. The size and scope of the Council's Property Asset portfolio is set out below.

1.6. The Asset Portfolio

- 1.6.1. The Property Asset portfolio has a balance sheet value of £965 million.
- 1.6.2. There are currently 1,460 separate assets in the portfolio, of which 432 are buildings, the remainder being land holdings (3,631 hectares in total).
- 1.6.3. The five year maintenance backlog liability on the portfolio amounts to £140 million.
- 1.6.4. The nett running costs of the portfolio (excluding schools and Council Housing) are £12 million per annum.
- 1.6.5. The investment property in the portfolio provides an income of £1.36 million per annum.

Corporate Asset Management Strategy - Portfolio Summary



2. PROGRESS TO DATE IN MANAGING LAND AND PROPERTY ASSETS

- 2.1. The Council has recognised that it needs to make major advances in its approach to strategic asset management planning to secure sustained, long lasting results.
- 2.2. During 2010/11 the following steps towards best practice in asset management were taken:
 - 2.2.1. The quality of existing property and asset data was cleansed.
 - 2.2.2. The recording and accessibility of property and asset data was improved and made secure.
 - 2.2.3. A property acquisition/disposal protocol was agreed by the Council, including revisions to property asset related delegations.
 - 2.2.4. The Council proceeded with the first disposals of property since its inception, receiving capital receipts of over £1.4m. Similarly town centre land in Flitwick was acquired (utilising GAF funds).
 - 2.2.5. The (officer) Corporate Asset Management Group (CAMG) was re-established with agreed (advisory) terms of reference.
 - 2.2.6. The Assets team skills set were enhanced by 29 ex-Mouchel employees following the team.
 - 2.2.7. The carbon reduction targets on Corporate buildings were met.
 - 2.2.8. Assets stopped providing subsidised catering, grounds maintenance and cleaning management services to schools (physical sign off was end of summer term 2011).
- 2.3. A short term (one year) Corporate Asset Management Plan was produced for 2011/12, achievements to date include:
 - 2.3.1. Improved (industry standard) five year rolling assessment of the level of condition and backlog capital investment requirements in the portfolio.
 - 2.3.2. A shift towards compiling Whole Life Costing (WLC) data on our property assets, for use in retain/dispose key decisions.
 - 2.3.3. Specification of an integrated property ICT database system.
 - 2.3.4. The YourSpace initial corporate accommodation strategy was completed. Following lease surrenders further accommodation moves were made to Technology House, Priory House and Watling House in Autumn 2011. The next stage of the corporate accommodation strategy is now being scoped out.
 - 2.3.5. A property review process has been introduced with Directorates which tests the suitability, sufficiency and future needs of the property assets in question.

- 2.3.6. Property asset budgets have now been centralised as a first step of the move towards a corporate landlord approach. Related SLAs are in the process of being completed.
- 2.3.7. The schools capital programme throughout the 2011 summer holiday break was delivered very largely to time with overruns attributable only to issues ensuing beyond our control.
- 2.3.8. The initial programme of capital investment in our buildings leading to sustained carbon reduction and energy savings is now being rolled out.
- 2.3.9. The shops part of the investment portfolio was reviewed with the result that a number of shops not delivering the target yield have been declared surplus and are in the process of disposal.
- 2.3.10. The surplus property disposals programme continues with a target of £6.11m for this year.
- 2.3.11. Following an effectiveness and efficiency review the Facilities Management structure was changed to be more cost effective and the Facilities Management print service was externalised following a competitive procurement process. Catering is now going through a similar process of competitive procurement.
- 2.3.12. The Assets' team supported Children's Services in the Dunstable and Houghton Regis schools' review. Service reviews have also been supported, including libraries and leisure.
- 2.3.13. The Assets' team, together with Legal, continue to complete the long term leases for schools converting to Academies (17 to date).
- 2.3.14. The Assets' team worked with Regeneration and Planning colleagues in developing masterplans for Flitwick, Arlesey and Leighton Buzzard, and the now agreed plan for the 'Incuba' project in Dunstable.
- 2.3.15. The Assets' team have worked with Regeneration colleagues on the challenges affecting the retail offering in Dunstable Town Centre.
- 2.3.16. As part of the Bedfordshire Chief Executives Forum the Assets' team digitally mapped, and shared our asset GIS details with other Local Authorities, Police, Fire and Rescue, and Health colleagues within the Bedfordshire geographical area.

3. SCOPE AND BENEFITS FROM THE STRATEGY, AND REVIEW AND DEVELOPMENT

3.1. Scope

The scope of this strategy covers all of the land and building property assets owned or leased by the Council (but excludes ICT, Highways and Transport).

The strategy sets out a programme of actions for each year of the plan to maintain and improve the effectiveness and efficiency of the land and property assets portfolio. In so doing this will deliver key benefits both in terms of service and finance.

3.2. Service Delivery Benefits

Service delivery is directly affected by the way we provide, utilise and manage our property assets. An effective Asset Management Strategy in this context minimises an Authority's exposure to premises costs thereby enhancing the overall financial position and enabling retention and improvement of the range and quality of services provided to the local community, specific benefits are:

- 3.2.1. Better alignment of accommodation needs with service need and service plans.
- 3.2.2. Flexibility of the working environment layout and 'sweating' available space.
- 3.2.3. Generally higher quality work environments specifically catering to business/service delivery.
- 3.2.4. Equitable redistribution of space based on functionality and need.
- 3.2.5. Space that enables the efficient use of resources in both operation, and maintenance.
- 3.2.6. Opportunities to co-locate agencies/stakeholders with like service provision or customer base.
- 3.2.7. Acquisition as necessary founded on detailed business cases to meet service need.

3.3. Financial Benefits

Property costs are one of any organisations highest recurrent expenditures. Any strategy which delivers efficient management of these costs means stronger financial performance. Financial gain in this strategy will be achieved by:

- 3.3.1. Disposals – the realisation of capital receipts from unsuitable/surplus property, and the reduction of equity tied up in service delivery.
- 3.3.2. Lease terminations – relieving pressure on revenue budgets.
- 3.3.3. More efficient building use – better space planning and co-location opportunities will also result in both per capita and actual cost savings.
- 3.3.4. Capital expenditure – The Council needs a closer tie up between proposed premises usage in the medium to long term and capital

investment in property. This allows scarce corporate resources to be better targeted to objectively prioritised service areas.

3.3.5. Revenue running costs – A reduction in the overall premises running costs resulting from rationalisation of the estate. Better procurement of maintenance costs, and cost increase amelioration arising from carbon reduction programmes.

3.3.6. Reduced Construction Costs – Better development of design briefs coupled with partnering procurement arrangements.

3.4. **Review and Development**

3.4.1. The strategy will be reviewed and developed by Corporate Asset Management Group (CAMG), who report direct to Corporate Management Team, annually throughout the course of its life to coincide with budget setting.

3.4.2. Ongoing monitoring of the seven principal workstreams will be undertaken by CAMG.

3.4.3. Progress on the strategy will be reported quarterly to Overview and Scrutiny Committee.

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4. CORPORATE VISION, PRIORITIES AND VALUES AND THE COUNCIL'S MEDIUM TERM FINANCIAL PLAN

4.1. Our Vision, Priorities and Values

Central Bedfordshire Council's vision, priorities and values set out what we want to achieve as a council and how we will achieve it. They underpin the work of the entire council, guiding how we deliver services and how we work with each other and our partners. It is vital that all staff know about our vision, priorities and values. Through understanding the type of organisation we are, and the type of organisation we aspire to be, we will all be better placed to help Central Bedfordshire Council deliver these aims.

4.2. Vision

Our vision describes our overall objectives as a council and the type of place we want Central Bedfordshire to be. This is a long term aspiration for the area which drives the work of the entire council.

Our vision is:

Realising the area's economic potential to be

- globally connected,
- deliver sustainable growth,
- ensuring a green, prosperous and ambitious place...for the benefit of all.

4.3. Priorities

Our priorities describe how we will focus our efforts to ensure we achieve our vision.

Our Priorities are:

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

4.4. Values

Our values describe the type of organisation we want to be and the principles that will guide us in achieving our priorities and vision. These set out the way we will work and interact with our customers, members and each other.

Our values are:

- Respect and Empowerment – we will treat people as individuals who matter to us

- Stewardship and Efficiency – we will make the best use of the resources available to us
- Results Focused – we will focus on the outcomes that make a difference to people's lives; and
- Collaborative – we will work closely with our colleagues, partners and customers to deliver on these outcomes.

4.5. **Medium Term Financial Plan (MTFP)**

- 4.5.1. The Council's MTFP sets out the financial framework for the next 4 years. Whilst there is more clarity on funding and savings for the next 2 years, estimates are also made of the position leading up to 2015/16.
- 4.5.2. The CAMS is a key component of both the short and medium term financial position of the Council. Significant revenue savings are anticipated from the rationalisation of accommodation in the short term. Paragraph 3.3 above sets out further contributions which CAMS will make towards the achievement of efficiency savings required to balance future budgets. These include reduced lease and maintenance costs. There will also be a focus on improving the financial returns from commercial properties and increasing rental income.
- 4.5.3. The Council has an ambitious capital programme and CAMS will generate significant capital receipts, for example through identification and disposal of surplus properties, over the longer term which will be used to help finance this programme. This will enable the Council to minimise its reliance on external borrowing and thus keep capital financing charges as low as possible, which will further assist to offset the revenue budget pressures.






5. VISION AND PRIORITIES FOR LAND AND PROPERTY ASSETS IN CBC

5.1. Vision

The Council will only use property that supports and sustains delivery of our services.

5.2. Asset Management Priorities

5.2.1. These have been reviewed and are:

-  Delivering cost effective and efficient acquisition, disposal and management of land and property to meet safe service delivery, and investment needs.
-  Realising our strategic ambitions in the delivery of our regeneration strategies and projects.
-  Reviewing and delivering the maximum financial and optimum operational benefit from our property assets, including with partners.
-  Acting as the Corporate landlord for Central Bedfordshire Council's estate.
-  Community development through our property asset portfolio.

5.2.2. The relationship between these priorities and how they impact on the key parts of the portfolio is shown overleaf.

5.3. Principles

The vision and strategic priorities for land and property assets are underpinned by the following criteria:

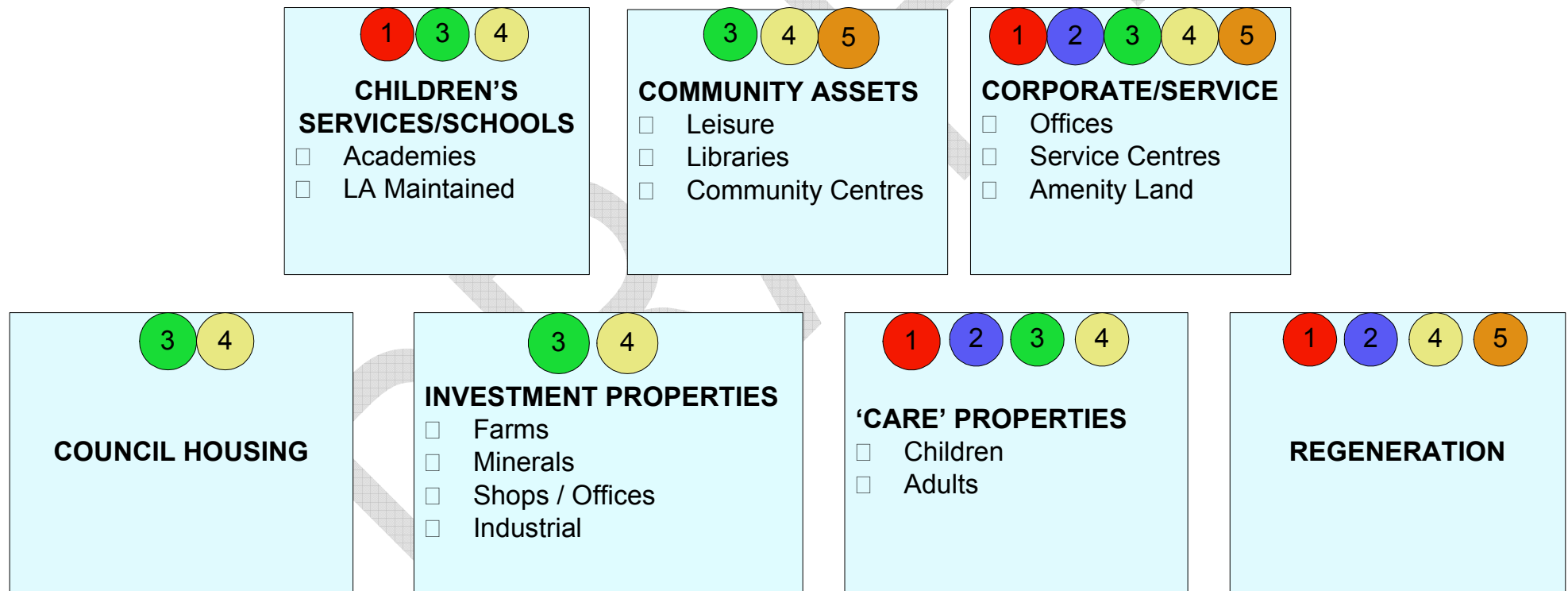
- 5.3.1. Ownership of property assets is not critical to service delivery.
- 5.3.2. The Council's reason for holding property assets (excluding the investment properties) is to deliver services.
- 5.3.3. Property assets must make an active and efficient contribution to the delivery of services.
- 5.3.4. The Council will dispose, improve, or replace property assets that are not fit for purpose.

- 5.3.5. Capital receipts from land and property asset disposals will be invested in the portfolio so as to enhance service delivery.
- 5.3.6. The Council will actively promote co-location of services with partners, where appropriate.
- 5.3.7. The cost of Council buildings used by community or voluntary groups will be governed by a fair and transparent policy.

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Corporate Asset Management Plan

KEY PORTFOLIO AREAS AND LINKAGE TO VISION AND PRIORITIES (1 etc)



6. CORPORATE ASSET MANAGEMENT STRATEGY 2012-2016

6.1. Children's Services (schools and non- schools)

Meeting property priorities:



Introduction

- 6.1.1. Central Bedfordshire Council is the statutory provider of education in Central Bedfordshire. There are approximately 37,500 children of school age in the area. There are some 128 schools (including Academies).
- 6.1.2. The Children's Services Directorate for Central Bedfordshire is driven by one of the Council's top five priorities: Educating, Protecting and Providing Opportunities for Children and Young People.
- 6.1.3. There is a need to ensure that proposed capital investment supports both our corporate aims and priorities and the vision and priorities of the second Central Bedfordshire Children and Young People's Plan (CYPP) produced by the Central Bedfordshire Children's Trust. A copy of the CYPP 2011-2015 can be found at:
<http://www.centralbedfordshirechildrenstrust.org.uk/i/assets/CYPP%20plan.pdf>
- 6.1.4. The aim is also to deliver the outcomes of government strategy and to provide the correct number of school places via the Schools Organisation Plan. Constraints on the Council's resources may mean relying more on maximising external sources for capital funding e.g. S106 contributions for funding new schools within housing development sites to accommodate the planned growth in the Central Bedfordshire area over the next 5 years. The property asset management role in this will be as professional advisors/negotiators in land assembly and acquisition for new school sites and housing development areas.
- 6.1.5. Non – school buildings are used to deliver Youth Services, Youth Justice, Children and Family Centres, Children's homes, fostering and adoption and other statutory functions. These buildings include purpose-built accommodation and leased or freehold office accommodation. The property asset management role will be to implement the outcomes of service reviews in terms of ensuring the appropriate property is available for service delivery and any surplus is disposed to achieve maximum capital receipts within the best value framework.
- 6.1.6. Our key property asset objective is to ensure that the buildings that are used to deliver services are fit for purpose in terms of suitability, condition, capacity, have appropriate levels of utilisation and running

costs and the environmental impact is minimised. The approach includes ensuring that buildings where necessary are accessible in line with DDA legislation, and that none are closed due to health and safety, other legislative or basic amenity reasons. In order to ensure this a programme of condition surveys will be carried out over a 5 year period and derived from this a rolling repairs and maintenance programme will be prepared. Property asset management will also continue to make available statutory building data, e.g. asbestos registers and fire risk assessments.

School Organisation Plan - 2011-2016

- 6.1.7. The 1944 Education Act established the statutory responsibility of each Local Authority to ensure the provision of sufficient and suitable places for pupils within its area. Central Bedfordshire Council's first School Organisation Plan covers the period 2011 to 2016 and sets out the current level of mainstream school provision across the Council and identifies those areas where change may be necessary over the next five years as a result of changing demography and new housing developments. Asset management will work with Children's Services colleagues in the acquisition of suitable land and negotiation of appropriate developer agreements to deliver schools in the required locations.
- 6.1.8. As a new Authority in 2009, the Council worked with its head teachers, chairs of governors, elected members and others to produce its Education Vision for Central Bedfordshire which was adopted by the Council's Executive in March 2010.

Education Vision for Central Bedfordshire

6.1.9. The Education Vision for Central Bedfordshire is underpinned by the principle of schools working together in strong governed partnerships to improve outcomes for all young people from 0-19 by developing the best approaches within their community and family of schools. The Vision outlines seven key principles which underpin it particularly in developing school provision which is continuous and which meets the needs of children, families and communities. Since its original approval in March 2010 the vision has been refreshed to reflect current education policy and the principles are now:

6.1.10. The principles are:

- That there is a need to raise education standards and to improve outcomes for young people.
- That continuity of provision across the 0 to 19 age range creates a 'one phase' approach to learning.
- That schools should be based around communities and the needs of their learners. Assets will work with Children's Services colleagues to ensure this is reflected.
- That what is best for children and families should be at the centre of any change.
- That as far as possible services should be commissioned and delivered locally. Again, Assets will work closely with Children's Services colleagues to deliver this as far as possible.

- That new models of leadership and governance for schools are promoted.
 - That all partners will capture what is working well and publish this in ways that allow others to learn from the success.
 - That the vision should reflect current reforms set out in the 2011 Education Bill/Act.
- 6.1.11. Realising the vision will require significant collaboration between schools to establish effective, governed partnerships which are driven by the need to improve outcomes and raise achievement for all young people within the community. Schools and communities will wish to determine the best way forward for improving collaboration and will require support in understanding the benefits of different ways of working in partnerships.
- 6.1.12. Full details of the School Organisation Plan (including a map of the review areas and the schools concerned) can be found at:
- <http://www.centralbedfordshire.gov.uk/learning/schools/school-organisation-ict/default.aspx>
- 6.1.13. A full copy of the Education Vision for Central Bedfordshire can be found at:
- http://www.learning.centralbedfordshire.gov.uk/myportal/custom/files_uploaded/uploaded_resources/1274/120310_-_Education_Vision.pdf

New School Places Capital Programme

- 6.1.14. To complement the School Organisation Plan, the assets' team are compiling a draft programme of capital works necessary to ensure that sufficient places are available when needed. It is intended that further consultation will take place on this in the New Year when future capital announcements from central government are available. The assets' team will continue to offer a design and construction facility for building works undertaken through delegated capital budgets.
- 6.1.15. As part of the programme there is a need to provide and manage temporary accommodation where appropriate and Assets role in this is to oversee the renewal of planning applications for siting the classrooms.

Academies and Trust Schools

- 6.1.16. As at January 2011, there were a total of 128 mainstream schools (excluding nurseries) catering for a school population of just over 37,000 pupils aged 4+ to 18+.
- 6.1.17. Since then, in line with national policy, a number of schools have opted to change their status and become Academies. By April 2012, the Council expects that around 52% of pupils will be accommodated in Academies. The number of schools who have achieved Academy status as at 1st November 2011 is 17, with a further 14 applications expected to convert by 1st April 2012.

- 6.1.18. Proposals for Free Schools are expected in the future and there has been one successful University Technical College application which is to proceed in the Houghton Regis area.
- 6.1.19. The asset management role in these academy 'conversions' is to facilitate with legal services colleagues the transfer of land and buildings by, inter alia, interrogating title documents, providing copies of agreements, undertaking photographic surveys and compiling ownership plans.

Carbon Footprint

- 6.1.20. The Council has made a policy commitment to reduce its carbon emissions by 35% by 2015, with the aim to achieve a 60% reduction in the Council's carbon footprint by 2020.
- 6.1.21. Schools represent a significant proportion of the Council's carbon footprint (52%), (60%) in the case of the emissions that the Council is responsible for under the Government's Carbon Reduction Commitment (CRC) Energy Efficiency scheme. Recognising that the Council must work closely with schools to reduce energy use, the Council has recently adopted its Schools' Carbon Reduction Action Plan; produced in consultation with schools to ensure that all schools are fully embracing the challenge of energy efficiency. The plan outlines a range of measures that can be taken within schools to reduce energy use and includes a variety of steps that the Council will undertake to support schools reduce their emissions.
- 6.1.22. To help schools adopt the principles identified within the Schools Carbon Reduction Action Plan, the Council has recently set up a Schools Carbon Reduction Invest-to-Save fund; a loan fund for the specific purpose of funding energy efficiency projects within schools. Typical projects the fund is likely to support include insulation, lighting controls/ upgrades, heating controls/ upgrades and window upgrades.

Child Poverty and Intervention Service

- 6.1.23. There is national recognition that education is a key factor along with care, family support and health services in determining a good outcome for children and their parents. In the period from 2006-2011 substantial Capital Funding was directed to Local Authorities via Sure Start. The funding covered two areas of work:
- i. Creation of Children's Centres
 - 19 Individual Children's Centres, 2 of which share a site. These Centres are run by external management organisations which have a lease as part of their Service Level Agreement which ensures that they are responsible for small day to day maintenance items and re-decoration. Asset management deal with the negotiation of terms for these leases.
 - A specific level of funding for planned maintenance of Children's Centres is included in the Capital funding element paid to authorities and administered through Children's Services. Since the programme has come to a close the focus will be on the maintenance of the Centres.

- ii. Early Years and Childcare Settings
- 31 Settings were funded to move into their own dedicated accommodation. The authority remains their landlord in most cases, but the Settings run and administer the building and have leases with the authority. In some cases the buildings incorporated both Children's Centres and an Early Years Setting.
 - In the authority there are an additional 13 settings where leases are under negotiation by Asset management as they have buildings which have been self-funded, or funded with schemes prior to Sure Start e.g. New Opportunities Fund.
 - The asset management role is to ensure the correct terms are applied to the leases for differing circumstances of occupation and ownership, all the while ensuring the Council's interests are protected and bearing in mind the need to deliver an essential service.
 - At this time there is no current capital programme and none is anticipated in the foreseeable future.
 - A maintenance sinking fund is being developed by Children's services and asset management into which Early years and Childcare Settings pay an agreed amount based on their occupancy area to cover future large maintenance costs, e.g. new roof, new boiler etc. Arrangements for these regular payments are agreed as part of lease negotiations undertaken by Assets. However Settings remain responsible for their own day to day maintenance including decorating.

Children with Disabilities

6.1.24. This service area covers the work undertaken with parents, carers and individuals to ensure understanding of needs and quality of life. It works with agencies and organisations on the care packages required for children with disabilities in our residential care homes and those who are non-residential. The service provides long and short term breaks at respite hostels, however the service is currently under review.

6.1.25. Assets role will be to support with property-related advice on future use and market opportunities once the review is complete.

Youth Service

6.1.26. From 1st April 2011, apart from the Centre at Bedford Square, Houghton Regis, the Council ceased to operate Youth Centres directly. Instead, this service was commissioned from third party providers on 2 year Service Level Agreements expiring on 31st March 2013.

6.1.27. The commissioned service operates from the existing Centres in Arlesey, Biggleswade, Sandy, Toddington and Leighton Buzzard under leases negotiated by Asset management requiring the providers to be responsible for all outgoings, including all day to day repairs and

maintenance. The Council remains responsible for major works but Asset management will review these and advise Children's Services as and when they occur to ensure value for money.

- This provision will be reviewed during 2012/13 and Assets role will be to support with advice on future use or marketing possibilities thereafter.

Shared Services

6.1.28. As a legacy of the formation on 1st April 2009 of Central Bedfordshire Council and Bedford Borough Council as unitary authorities, some services were agreed to be provided by one or other of those authorities as hosts of a shared service.

6.1.29. Within Children's Services the services hosted by CBC are:

- Fostering and Adoption
- Music Service Library provision
- Asylum and Immigration Team
- Local Safeguarding Children Board, including Family Group Meeting Service

6.1.30. There are also 2 shared services hosted by Bedford Borough Council:

- Admissions
- Youth Offending

6.1.31. As the service level agreements for the provision of these services are re-negotiated, some services may be disaggregated. Asset management will need to review the location of the offices delivering these services, particularly where services are delivered out of the Central Bedfordshire area or from leased in buildings. Asset management will have regard to the specific needs of these specialist services, particularly around accessibility, confidentiality and security.

6.2. Corporate/Service Portfolio

Meeting property priorities:



6.2.1. This includes 59 buildings, comprising 21 offices, 13 libraries, 3 leisure centres, 3 community centres, one courtroom, 6 hostels/homes, 5 youth centres and 7 day centres.

Medium Term Accommodation Plan

6.2.2. The office accommodation within this part of the portfolio forms the heart of the medium term accommodation rationalisation plan. As a priority the Council is exiting leased properties as quickly as is practicable in order to relieve revenue pressures. The first phase of the Medium Term Accommodation Plan (MTAP) is vacating Technology House in Bedford by March 2013. This will be followed by Phase II of the MTAP (covering review of a further 20 buildings) by March 2014. The MTAP needs to confirm the efficiencies in terms of cost per workstation year on year arising from the programme.

6.2.3. The Assets' team are working with the Registration and Coroner Service with a view to relocation and co-location of both services to Amptill Court House. This will not only fulfil the need for the former Dunstable Court House to be released for the Dunstable master plan, but will achieve cost savings from surrendering leased buildings. It is intended enhanced wedding facilities will be provided with a potential increase in revenue income.

6.2.4. Service reviews are underway for both libraries, and leisure services. The property assets related impact will be understood next financial year, following which capital improvement schemes, or disposals will be considered as appropriate in time for budget setting.

6.2.5. Other service reviews and the property assets impact arising from them will be the subject of action planning for later years in the plan.

6.2.6. Market testing/procurement of Facilities Management (FM) services will continue with caretaking and courier services being considered for outsourcing in 2012/13. Other FM services will be considered for future years.

6.2.7. Statutory maintenance and testing across the portfolio (excluding schools) will be procured on a short term contract up to 2013/14. There is an opportunity to be part of an Eastern Shires Purchasing Organisation (ESPO) large scale, long term procurement of this service from the start of 2014.

6.2.8. Throughout the life of the plan, given property budgets have now been centralised a programme of activity will work towards achieving the industry best practice of 70/30 costs split between planned and reactive maintenance.

- 6.2.9. Given the updated position in respect of our five year capital investment backlog liabilities increased resources have been included in each year of the plan. The need for further (or less) resources will be established as each year of the rolling condition surveys' programme is completed. The programme is targeted to be fully delivered each year; contracts are in the process of being procured.
- 6.2.10. As part of balance sheet requirements the property assets on the Fixed Asset Register (FAR) will continue to be re-valued on a five year rolling basis.
- 6.2.11. Rating reviews of our buildings will continue on an annual rolling basis.
- 6.2.12. The Council has made a policy commitment to reduce its carbon emissions by 35% by 2015, with the aim to achieve a 60% reduction in the Council's carbon footprint by 2020.
- 6.2.13. The Council's Carbon Management Plan (CMP) was approved by Executive in October 2010 and was developed through the Council's participation in the Carbon Trust's Local Authority Carbon Management (LACM) programme. The CMP details the commitments made in the Climate Change Strategy to cut the Council's carbon footprint and states the business case for taking action, particularly the huge financial costs associated with taking a 'business as usual' approach.
- 6.2.14. In order to achieve the Council's ambitious carbon reduction target, the council will be developing energy saving projects that will be implemented (where viable) throughout its corporate building portfolio.

Disposals

- 6.2.15. The properties identified for disposal comply with the Corporate Property Asset Disposal/Acquisition Protocol.

Performance

- 6.2.16. Performance for disposal of properties is measured by the given capital receipt target at the commencement of each financial year and reviewed quarterly dependant upon movements in the property market. Current targets are as follows:

2012 - 13	2013 - 14	2014 - 15	2015 - 16
11,030,000	1,900,000	1,000,000	TBC

- 6.2.17. Reducing the outgoings of properties held on the disposal list by 10% through efficient management of vacant property outgoings such as security and business rate reduction if available. Demolition of obsolete buildings will be considered.
- 6.2.18. Monitor and show a reduction in time over the year to settle the property from exchange to settlement by resolving impediments prior to marketing the property.

Risk management

6.2.19. The following risks have been identified which may prevent sales targets being met:

Property market conditions	High	Price and saleability	Monitor property market and economy
Boundary issues	medium	Delay sale	Land registration and/or survey
Claw back provisions	medium	Reduce price and delay sale	Review on an individual basis
Special use	medium	Limits use	Planning and change of use
Limited Number of properties for sale	medium	Reduces target levels	Review service plans
Accuracy of maintenance costs	medium	Distorts net proceeds	Review SAP
Politics	Low	Change of direction	Monitor legislation

Mitigation plans

6.2.20. Properties for sale being reviewed and impediments noted so that action may be taken to prevent detrimental effects on the property value.

6.3. Regeneration

Meeting property priorities: 

Town Centres

6.3.1. There are five main Town Centre Regeneration projects involving assets owned by CBC that will be promoted in 2012/13. The Assets' team and Economic Development are currently working together to deliver Town Centre projects in:

- Flitwick
- Leighton Buzzard
- Dunstable

6.3.2. **Flitwick** – The Council have acquired 2.3 acres of land adjacent to the Rail Station with options over adjacent land that will facilitate the redevelopment and regeneration of the centre of Flitwick. Jones Lang la Salle are advising the Council on the form and content of the redevelopment and working with other stakeholders including Tesco and Network Rail.

6.3.3. Finance for the development will be provided by Development Partners and is likely to be anchored by a large store. This development will see the culmination of five years of planning work and bring much needed additional town centre retail provision to the Flitwick community.

6.3.4. **Leighton Buzzard** – An area of property referred to as South of High Street (SOHS) comprises four principal stakeholders of which CBC are able to have control of two thirds of the land. The Council's land is currently in use as a surface car park and reprovision of parking will be required. The combined areas have sufficient space for additional retail development required by the town and its community.

6.3.5. Developers will need to be attracted to provide the finance and a good anchor tenant will be essential. GVA Grimleys are currently advising the Council on the master planning.

6.3.6. **Dunstable** – The Council's assets are more peripheral to the town centre in Dunstable, the assets' management team have been working with the private sector for the acquisition of the shopping centre. The acquisition of residential property to permit the expansion of the centre is being managed by CBRE and the possibility of using CPO powers to aid the purchase of the centre is being considered.

6.3.7. The Old Court House building is being proposed for a co-location redevelopment project with the NHS and Vernon Place could become part of the town centre development with provision to be made for the relocation of the library.

- 6.3.8. The Assets' team continue to work with Economic Development to deliver other opportunities for regeneration throughout Central Bedfordshire.

Local Development Framework

- 6.3.9. The development potential arising from the Local Development Framework (LDF) and Central Bedfordshire Council's (CBC) freehold land places the Council in a position where it could receive capital receipts of up to £100,000,000 over the next seven years. Under the Disaggregation Agreement with Bedford Borough Council the Council will have to transfer 37% of the net proceeds, after the deduction of costs to realise the capital receipts, to the Borough.
- 6.3.10. Two planning documents previously provided the framework for future development in Bedfordshire. The Milton Keynes and South Midlands sub regional strategy which proposed 45,800 new homes to Bedfordshire and Luton and the East of England Plan which proposed 10,700 new homes for the rest of Bedfordshire. However, both the sub-regional strategy and East of England Plan have subsequently been revoked and new 'local' development plans will need to be prepared to align with the Localism Act. Central Bedfordshire's new Local Plan will address housing infrastructure and employment needs to at least 2031. The new draft Development Strategy will be published for consultation in 2012.
- 6.3.11. There is an existing Core Strategy and Site Allocation document for the northern part of Central Bedfordshire which allocates a significant number of new housing and employment proposals in that part of CBC. The Council has land interests in two of those allocations at Biggleswade and Arlesey. In the Southern part of the area, the Luton and South Beds Core Strategy previously identified urban extensions which included land to the North of Luton and North of Houghton Regis in which the Council owns land. However, Luton Borough Council has withdrawn from this Strategy and it is now being reviewed and included in the above new draft Development Strategy, which will look at development needs up to and beyond 2031.
- 6.3.12. The new start will provide the Council with an opportunity to submit other land holdings within the Council owned farm portfolio for possible inclusion in the site allocation programme

Objective

- 6.3.13. The objectives of the LDF strategy are:
- To make land available for new housing and development.
 - To process the land through planning to add value
 - To maximise the proceeds from disposal for the benefit of the Council and its community.

Performance

- 6.3.14. Performance for the LDF programme will be measured by:
- Meeting the timetable and budgets.

- Identifying land from the Council farm portfolio to be considered for the allocation programme and achieving a success rate of 20% of land promoted for development.
- Adding value to Agricultural land.

Risk management

6.3.15. The following risks have been identified which may restrict sales and delay completion.

Property market conditions	High	Price and saleability due to long lead in time	Monitor property market and economy
Accuracy of planning and development costs	medium	Distorts net proceeds	Review
Planning policies	medium	Change in statutory contributions	Officer liaison
Multiple ownership	Low	Lack of cooperation	Collaboration Agreement
Politics - Nationally	Low	Change of direction	Monitor legislation
Politics - Locally	Low	Change of direction	Member consultation

LDF Strategy roll out

6.3.16. LDF Programme – Work has commenced on the new Development Strategy for the whole of the Council’s administration area to plan for growth until at least 2031. In the Northern area it is likely that this will involve a roll forward of the existing strategy in the adopted LDF, which runs to 2026. Housing and employment requirements for an additional five years will need to be planned.

6.3.17. In the northern area two sites have been adopted, High Street, Arlesey, where the Council is an 80% landowner within the master plan, and Stratton Business Park Phase V providing an additional 15 hectares of employment land. Feasibility studies are being undertaken and some 1.5 ha is already under negotiation with an adjoining occupier on Stratton Business Park.

6.3.18. In the southern area the strategy is likely to be based around the submission version of the Joint Luton and South Beds Core Strategy, which has been endorsed by the Executive as Interim Development Management Guidance. Representations will need to be made in the new Development Framework process to protect the land within the Strategic Sites Specific Allocations (SSSA) in North of Luton and North of Houghton Regis, and/or taking forward by planning applications jointly with the other landowners/promoters involved in those sites.

- 6.3.19. Representations should also be made to influence the Development Framework in terms of the rest of Southern area by encouraging an appropriate scale of growth to both Barton-le-Clay and Slip End where the Council may also wish to promote its land holdings.
- 6.3.20. Estimates of viability allow for representations at the draft and submission stages plus a number of LDF review meetings.

The sites include:

- 6.3.21. **High Street Arlesey, East and West** – Land assembly for the project is being driven through a landowner consortium approach. It is anticipated feasibility work will commence late in 2012/13 and continue into 2013–14.
- 6.3.22. **North of Houghton Regis SSSA, Thorn Turn** - Thorn Turn forms part of Site 2 of the SSSA North of Houghton Regis, between the proposed A5/M1 Link Road and Houghton regis, in the Submitted Core Strategy, which has been endorsed as Interim Development Management Guidance. Thorn Turn forms part of the BEaR project and the assets' team are working with the project team to ensure objectives are met. Initial scheme developments will see a planning application submission in 2012/13.
- 6.3.23. **North of Luton SSSA, Sundon Water Tower** – Sundon Water Tower forms part of the SSSA north of Luton, between the proposed A6/M1 Link Road in the Submitted Core Strategy, which has now been endorsed as Interim Development Management Guidance. The Council will consider a collaboration agreement with the landowners. At this stage options are being kept open. It is anticipated that work will commence in 2012-13 on the planning application.
- 6.3.24. **North of Luton SSSA, West of the A6 at Streatley** – also forms part of the SSSA North of Luton. The Council has circa 80 acres of land fronting the A6 which could be developed independently or as part of a comprehensive scheme. Our approach will need to balance between short term gains to the Council and the longer term benefits to the masterplan and delivery of the larger development. It is anticipated that work will commence on a planning application in 2012/13.
- 6.3.25. **Kingsland College, North of Houghton Regis** – Kingsland College does not form part of the proposed SSSA North of Houghton Regis, but was proposed to be removed from the Green Belt in the Submitted Joint Core Strategy so that it could be developed and integrated with the new urban extension once the extent of the site required to be retained in education use has been agreed. The site will require the delivery of the Woodside Link road before significant development can take place which will be after 2014/15.
- 6.3.26. It has been indicated that Osborne House and Nursery could be brought forward for incorporation with Site 1 at North of Houghton Regis SSSA or with Kingsland College.

LDF Site planning professional fees	2012 – 13	2013 – 14	2014 – 15
General – common costs	9,000		
High Street Arlesey, East and West	550,000	50,000	
North Houghton Regis, Thorn Turn	125,000		
North of Luton Sundon Water Tower	55,000		
North of Luton West of Barton Road Streatly	55,000		
Kingsland College		4,000	
Total	794,000	54,000	

Other Development Land - Disposal Strategy

- 6.3.27. Feasibility studies will identify the best way to dispose of the two under mentioned sites and maximise disposal values.
- 6.3.28. **Stratton Business Park, Phase V, Biggleswade** – Negotiations are continuing with Leibherr to sell some 1.5 ha of adjoining land. The exact amount being established after they have completed outline plans of their requirements.
- 6.3.29. **Kings Reach, Biggleswade** – The Council has a collaborative agreement with the developers who are providing the infrastructure for the council's two owned sites. The cost of infrastructure is to be provided by the developers but does need to be repaid when our site is sold or the land developed.

6.4. Care Properties

Meeting property priorities: 

The Directorate Vision

- 6.4.1. “Residents will live their own lives, enjoy good health, be safe, independent and play a full and active part in the life of the community”. This is driven by commitment to deliver caring and responsive services to individuals, families, carers and the whole community of Central Bedfordshire.
- 6.4.2. The components of this include promoting independence and the development of more personalised services. This means that the traditional ways of delivering services need to make way for new and more modern service delivery options. The property and assets portfolio currently utilised in Adult Social Care (ASC) is very traditional in nature and there is an urgent need to re-align this portfolio with future plans for services. The demographic profile of CBC adds to this challenge because it is clear that the current property assets portfolio is not equipped to deal with the growing numbers of elderly and very elderly residents who require care and support into the future.
- 6.4.3. This includes 39 buildings comprising 4 offices (included with Corporate/Service Portfolio), 8 social, day care and learning, 2 supported living homes, 18 mixed uses including shared services and 7 care homes (leased out).
- 6.4.4. Starting point:
- Some assets are not fit for purpose now or in the future
 - There is an urgent need to develop new facilities that are going to meet business requirements in to the future.
- 6.4.5. Current gaps:
- The greatest need from the property assets portfolio is for:
- Extra care housing with communal facilities/social hubs
 - Specialised day-care facilities for dementia
 - Shared office space with NHS
 - Day care facilities for complex learning disabilities
 - Facilities to support employment and skills element in learning disabilities
 - Independent living units for learning disabilities
 - Learning disability respite accommodation
- 6.4.6. Whilst the market may be able to provide some of the above there is a need to consider the opportunities arising from the development of Council owned facilities.
- 6.4.7. The Council is committed to the following approach:

- To draw out a property asset component of its business/commissioning strategies within and beyond the next three years.
- Identify those property assets which are not fit for the future and explore the possibilities for refurbishment or the need for a new build.
- Engage with Partners to explore synergies with ASC and property asset needs e.g. health centres, leisure centres, schools, and shared office space.
- To be prepared to be creative about this and employ strategies that may attract private investment.
- To work with asset management to review the condition and potential commercial value of the existing property asset portfolio.
- To align ASC business needs with the corporate asset management strategy and develop proposals for a programme of ASC asset developments and procurement activity which is affordable within an over-arching capital plan by 2013/14. Within this plan, assumed development costs would be accommodated on surplus land assets and/or earmarked investments of Council capital funds.

Risk management

6.4.8. The following risks have been identified in the review process including major issues needing attention.

Social Services Review	High	On property requirements	Monitor demand for services.
Assets not fit for purpose	High	High maintenance due to inefficiencies	New facilities to meet needs

6.4.9. Mitigation plans - Risks identified during the review period and the proposed strategy, to be developed, will overcome risks during the process by addressing each issue.

Property Maintenance

6.4.10. Revenue budget transfers of £243,205 to the Assets' team for maintenance and management of certain Social Service properties.

6.4.11. Ten properties are included in the budget transfer as follows:

Ampthill Day Care/Social Centre,	Houghton Regis Day Care Centre
Biggleswade Adult Learning Disabilities	Biggleswade Day Care Centre
Linsell House, Furness Avenue	Townsend Centre, Houghton Regis
Silsoe Horticultural Centre	The Rowlands
Drovers Way, Dunstable	Leighton Buzzard Day Centre

- 6.4.12. Responsibilities are covered by a Service Level Agreement.
- 6.4.13. The properties below comprise the major office premises and are part of the Corporate portfolio. There are some 18 properties housing small numbers of staff providing social services as part of shared services, support living and housing. All of these properties will be reviewed under the pending Social Care Review in 2012/13.

Houghton Lodge, Ampthill	Biggleswade Area Office
Priory House, Chicksands	Watling House Dunstable

- 6.4.14. In addition seven Care Homes in CBC are leased to BUPA where the rent received is offset against a maintenance programme for the buildings. The management of this service is undergoing a review and evaluation to assess the best way of delivering the service in the future and some properties considered not fit for purpose may be disposed of whilst new facilities are urgently required in the northern part of Central Bedfordshire. The existing properties are as follows:

Allison House	Abbotsbury
The Birches	Ferndale
Westlands	Greenacre
Caddington Hall	

- 6.4.15. ASC and the Assets team have commenced an examination of our land holdings to ascertain if the needs, particularly in the North can be met.

Disposals

- 6.4.16. The review will identify assets assessed as surplus to service delivery requirements and the assets' team will identify marketing opportunities for disposal.

Acquisition and Capital Strategy

- 6.4.17. The review next year will identify gaps in the current property asset base required to deliver the services as agreed in the Joint Strategic Needs Assessment, which may include a change in services being delivered due to changes in demand.
- 6.4.18. The strategy will document the capital investment required, provide project specific information including estimated costs, project status (major or minor, new work), and acquisition requirements.

6.5. Council Housing

Meeting property priorities:  

Our own housing

- 6.5.1. The Council own and manage 5,211 properties in the south of Central Bedfordshire. The Council also manages around 330 former Council owned leasehold properties purchased under the right to buy scheme. The stock is generally in good condition, evidenced by a recent stock condition survey, of 40% of the entire stock.
- 6.5.2. In addition, the Council owns a small number of leased retail premises that form part of the housing assets and which provide approximately £80,000 income for the Housing Service per annum. The estate also includes garages and garage blocks. The Council has responsibility for three publicly owned Gypsy and Traveller sites, managed by the Housing Service.
- 6.5.3. The capital programme is £4.8 million in the current year, including a £1.1 million programme of heating replacements, to improve the safety, warmth and comfort of Council tenants. There is a £1.1 million programme related mainly to kitchen and bathroom replacement, to ensure that the stock continues to meet the decent homes standard. In addition, the Council invests nearly £4 million for revenue related repairs and cyclical maintenance.
- 6.5.4. The draft Housing Service Asset Management strategy and business plan for the 30 year period beginning 2012/13 is formed in the context of major change to the Housing Service. The implementation of the new self financing regime in April 2012 will provide the Council with opportunities to protect and improve the housing assets that would not have been possible under the subsidy regime. This will include remodelling existing assets and also re-development and renewal of some assets, in consultation with tenants and leaseholders.
- 6.5.5. The new Self financing regime will require the Council to pay £165 million to the Government. Whilst this level of borrowing is significant, the new regime allows the Council to manage the Landlord business more effectively and to plan for investment over the next 30 years. The Council will retain all of the rent income collected.
- 6.5.6. A stock condition survey completed in summer 2011 provides good evidence that the housing stock is generally in good condition, and has benefitted from investment over many years by the Council and its legacy council. The stock meets the decent homes standard and has an average SAP energy rating of 68.
- 6.5.7. The profile of recommended expenditure is relatively low in the early years of the Business Plan. The need to invest in the stock becomes stronger in the medium term. Total expenditure to maintain the stock in

good and tenantable repair, meeting statutory obligations over 30 years is £268.5m, which equates to a cost per property of £51,530.

- 6.5.8. The Council will continue to invest around £ 1.1million per year on heating systems and will sustain similar levels of investment to deliver a programme of investment to ensure all homes meet the Decent Homes standard. In addition, there will be investment to reduce future maintenance costs. For example, the plasticisation of fascias and eaves will reduce external decoration costs.
- 6.5.9. However, the Council recognise that some properties, in particular some sheltered accommodation, does not meet modern aspirations. An initial review has highlighted those properties and sheltered housing schemes where investment could be made to significantly improve the accessibility of homes. Re-modelling and re-development are realistic options, which will be considered, as part of an options appraisal process. This work is included within a review of Older Persons accommodation in the south of Central Bedfordshire. This work is aligned to the introduction of an Accessible Housing Register, to enable the Council to better meet the needs of physically disabled people.
- 6.5.10. Although the Council has improved the energy efficiency of homes through insulation and heating programme, there is strong evidence that more households are struggling with increasing fuel costs. The Council will explore innovative and renewable energy options, with a focus on the coldest homes in non gas areas. Investment in some technologies, such as replacing old roof tiles with photovoltaic tiles, could increase income to the Council as well as helping reduce tenants' fuel costs.
- 6.5.11. The Council intends to increase provision of temporary accommodation to meet the growing homelessness demand on the Council, including provision of accommodation in Leighton Buzzard and Flitwick in the first three years of the Business Plan. There is an aspiration to also provide temporary accommodation in the north east of Central Bedfordshire.
- 6.5.12. The Council has agreed "Local Offers" with tenants, which are binding commitments as to service standards which tenants can reasonably expect. Looking to the future, there is greater opportunity to explore tenants' aspirations for the standard of their homes, to inform the Council's Asset Management Strategy and stock investment programme. That programme is underpinned by a robust approach to Value for Money and efficiency.

Private Development


- 6.5.13. The Keetch Hospital Charity Trust (KHCT) have made an outline proposal for CBC to transfer land and in return they will develop affordable housing including estate roads and infrastructure. This proposal will be considered through the Council's Corporate Project Commissioning Process (CPCP) during quarter 1 in 2012/13.

6.6. Community Assets

Meeting property priorities: 

- 6.6.1. There are currently 8 Council assets which are managed or operated by local communities.
- 6.6.2. During 2011/12 management of public toilets in Leighton Buzzard, Dunstable and Houghton Regis passed to the respective Town Councils. Similarly management of the markets has been agreed in principle to transfer to the Dunstable and Leighton Buzzard Town Councils.
- 6.6.3. The Localism Act came into force on 16 November 2011. The main area of focus for Assets' team is the requirement to maintain a list of assets of community value which have been nominated by a Parish/Town council or local voluntary and community organisation. In response to this Assets will publicise the list on the Council's website, together with the protocols around how nominations can be made. Councils will also have greater local control over business rates giving them more freedom to offer business rate reductions. This could impact positively on the investment portfolio managed by the Council in terms of the impact this could have on take up of void premises and resultant increase in rental income and yields.
- 6.6.4. The Council is currently working with Town and Parish Councils to assess services which can be delegated or devolved to those institutions. The property asset impact of any delegation or devolution will be assessed as part of development of those proposals.

6.7. Investment Portfolio

Meeting property priorities: 

- 6.7.1. The income from CBC's Investment Portfolio is £1.36m and comprises £251k industrial buildings, £36k business units, £26k depots and storage, £473k farms, and £573k shops and offices.
- 6.7.2. In 2011/12 an option evaluation of the shops in the portfolio took place resulting in two properties being placed on the Disposal List. Over the next three years further option evaluations will be undertaken for the Small Industrial Units, 2012/13, Business Units and Offices, 2013/14, and Farms in 2014/15.
- 6.7.3. The current nett return from income for the whole Investment Portfolio is under 6% and it is planned to increase this to 8% by 2016. One of the principal reasons for the low current return is the rental voids which are high due to the poor national economic market conditions. Whilst the national economy is not within the Council's control asset management will market all our vacant units and seek innovative uses to improve nett returns on the portfolio. This may also be assisted by the Localism Act and the Council's ability to reduce Business Rates to assist with tenants' outgoings.
- 6.7.4. The Assets' team are taking firm measures to realise bad debts from tenants who fail to meet their rental payments due to business failures. This includes obtaining Court Orders for restraint on any of the tenants' assets.
- 6.7.5. Consideration of the use of the Council's Investment Portfolio in assisting with the regeneration of its towns is paramount, and the Council will review Local Asset Backed Vehicles (LABV), Tax Incentive Funds (TIFs) and Public Sector PLC's (PSPs) to bring Private Sector Funding alongside Public Sector assets and increase the ability to perform locally. An assessment of the private sector support will be undertaken in 2012/13 and/or as town centre regeneration requires.

6.8. Performance Indicators

See following table.

6.8	Performance Indicators	2011/12	2012/13	2013/14	2014/15	2015/16
1.	Annual cost / workstation (main buildings only)	£2,750	MTAP	MTAP	MTAP	MTAP
2.	% Suitability/condition survey (5 year rolling programme)	30%	50%	70%	90%	100%
3.	% Portfolio re-valued (5 year rolling programme)	20%	40%	60%	80%	100%
4.	Yield on Investment Portfolio	5.75%				8%
5.	% Voids on Investment Portfolio	23%				15%
6.	Rent reviews completed in six months	75%	100%	100%	100%	100%
7.	Lease reviews completed in six months	70%	100%	100%	100%	100%
8.	Spend on energy /sqm GIA (excluding energy price increases)	£5.08			£4.18	TBC
9.	Carbon reduction (tonnes) PA (stationary sources)	1100	1100	1100	1100	TBC
10.	Disposal capital receipts from surplus property (£m)	6.08	11.03	1.9	1.0	TBC
11.	LDF sites capital receipts (£m)	0	8.25	6.75	13.15	13.75
12.	Time predictability planning/design of capital projects	± 10%	± 10%	± 9%	± 8%	± 7.5%
13.	Time predictability build out capital projects	± 10%	± 10%	± 9%	± 8%	± 7.5%
14.	Cost predictability build out capital costs	± 10%	± 8%	± 7%	± 6%	± 5%
15.	70/30 ratio on planned/reactive maintenance spend	-	75%			95%

N.B. where appropriate performance measures will be benchmarked against upper quartile performance in peer authorities

6.9. Implementation of Priorities

- 6.9.1. Establishment and Delivery of the Strategy.
- 6.9.2. The seven identified asset portfolio workstreams have been developed in close collaboration with Directorates in particular the Children's Services (Schools and Non-Schools), Regeneration, Care Portfolio, Council Housing and Corporate/Service Portfolio streams.
- 6.9.3. With regard to the Children's Services (Schools and non-schools) part of the portfolio the key priority is meeting the agreed statutory School Organisation Plan 2011-2016. Allied to the Schools Organisation Plan is the new schools capital programme requiring the delivery of a schools building/rebuilding/refurbishment programme of £93million (the commissioning and delivery mechanisms for this programme are not as yet clear from Government), over the next five years. Within the councils agreed Carbon Management Plan there is a requirement for a 35% reduction in carbon emissions by 2015, schools represent some 52% of this reduction target.
- 6.9.4. In relation to the Corporate/Service part of the portfolio the key priorities are the medium term accommodation programme targeted to save some £900k in Phase I, including vacating Technology House, Bedford by March 2013. Further savings (up to £700k) are being considered in Phase II of the programme following upon Phase I, covering 20 corporate/service buildings for completion in 2014. This programme is being managed by a Project Board reporting to CMT, with reporting lines into the assets portfolio holder.
- 6.9.5. The carbon management plan requirement of 35% reduction in carbon emissions will be met principally by the reduction in the use of buildings arising from the medium term accommodation programme and a capital programme of invest to save measures, this programme is being rolled out.
- 6.9.6. Close to some £14 million of surplus property disposals have been identified for the period 2012-2015 following on the £6.16million programme for 2011/12.
- 6.9.7. This programme will continue to be delivered through a mixed economy approach of internal and external resources.
- 6.9.8. The Regeneration priorities have been identified as firstly delivery of the LDF Strategy generating £40 million capital receipts or community benefits in kind over the lifetime of the strategy (the LDF strategy covers a period of seven years in total with likely receipts of £100 million). The council has already procured master planning consultancy support in connection with the LDF. Specific multi-disciplinary project boards need to be set up for each of the individual projects over the life of the strategy. Similarly key town centre regeneration projects have been identified for Flitwick, Dunstable and Leighton Buzzard. The approach for the LDF strategy will be echoed with these projects over the life of the strategy.

- 6.9.9. The Care portfolio priorities have been identified as aligning property asset needs arising from the review of Adult Social Care in 2012/13. This in turn will link to the commencement of a building capital programme in 2013/14. The property asset need alignment will be undertaken through the existing challenge and review process. Dependent upon the scale of the capital building programme it is likely the work will be commissioned internally, either for external design and builds delivery and/or non-traditional delivery vehicles.
- 6.9.10. The councils own housing priorities relative to this strategy are meeting specific niche demand e.g. homelessness provision, from surplus properties within the portfolio. This work is ongoing.
- 6.9.11. The council's community asset priority is in enabling the rollout of the Localism Act.
- 6.9.12. The councils priorities for its investment [portfolio are increasing its yield to 8% by the end of the strategy and reviewing the effectiveness of this part of the portfolio throughout the life of the strategy. This work is ongoing.
- 6.9.13. Aligning individual portfolio workstream key programmes to an overall master programme we see:-

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	2012/13	2013/14	2014/15	2015/16
CHILDREN'S SERVICES				
Schools organisation plan	√	√	√	√
Schools capital programme	√	√	√	√
Schools carbon management programme	√	√	√	√
CORPORATE/SERVICES				
MTAP	√	√		
Carbon management plan	√	√	√	√
Disposals	√	√	√	TBC
REGENERATION				
LDF	√	√	√	√
Town centres	TBC			
CARE PORTFOLIO				
Asset needs	√			
Capital programme		√	TBC	TBC
HOUSING				
Niche demand	TBC			
COMMUNITY ASSETS				
Enabling localism	√	√	√	√
INVESTMENT PORTFOLIO				
Yield	√	√	√	√
Review	√	√	√	√

6.10. **Capacity, capability and risk in delivering the key priorities in the strategy**

6.10.1. A large number of key priorities have been identified within the strategy. The timescales for delivery have been identified, the resource capacity and capability requirements now need to be identified as part of the short term structure review and medium term delivery vehicle option development in order to ensure delivery of the strategy. This work will include:-

- Review of structure and resource (capacity and capability) availability to deliver in the short to medium term
- A communication strategy to embed the Vision and Strategy
- Establishment of clear governance and accountability lines – CAMG (Strategic Steering Group) and individual workstream/programme operational steering group/programme/project boards
- Establish detailed programmes for each workstream with clear objectives, milestones and accountabilities
- Detailed contingency planning and risk registers in place – the CAMS needs to be able to quickly adapt to external influences and pressures e.g. funding and grant reductions, changes in legislation, resource capability and capacity, programme slippage
- Stakeholder mapping exercise (internal and external partners)

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Contact us...

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Meeting: Customer and Central Services Overview and Scrutiny Committee

Date: 16 January 2012

Subject: Traded Services to Schools

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

Summary: The report seeks the views of the Overview and Scrutiny Committee on a proposal to withdraw from the provision of certain traded services to schools.

Advising Officer: Richard Carr, Chief Executive and Deb Clarke, Assistant Chief Executive, People and Organisation.

Contact Officer: Charles Warboys, Chief Finance Officer

Public/Exempt: Public

Wards Affected: All

Function of: Executive

CORPORATE IMPLICATIONS

Council Priorities:

1. The booklet detailing the service provision for schools aligns with the Council's priority of Educating, protecting and providing opportunities for children and young people.

Financial:

2. The Council has a number of statutory responsibilities within the service provision to schools. As defined by the Schools Finance Regulations, there are certain statutory services which must be provided free of charge to schools. These services are delivered from within the Council's Budget. These services are generally focussed in areas where the Council is classed as the employer or where child protection matters are the responsibility of the Council as the responsible body.
3. Traded Services to schools are provided in a competitive market with private commercial companies and other local authorities providing similar services. The increase in Central Bedfordshire Council charges, combined with the move to academies has seen a reducing trend in the number of schools purchasing services, leading to a loss of income and shortfalls against income targets.

4. The full cost recovery exercise identified the true costs of running the HR service (including on costs and overhead contribution) to be £831k per annum, with £370k income received. With the relevant adjustment for statutory service provision at £274k, there was an income shortfall of £187k.

Similarly ICT services do not fully recover costs whilst Assets and Bursary contribute to corporate overheads. Full costings of the traded services now need to be reviewed and any financial implications mitigated as much as possible. Any changes will be included in the budget report to Executive in February.
5. The HR and Bursary function has restructured part way through the financial year to a new operating model which streamlined the provision of the schools service, reducing the costs of the service delivery. However, a number of recently converted Academies have indicated that they are actively appraising the market and have observed that current Council charges can be higher than external competitors for a similar service.
6. Whilst the discretionary element of traded services can be run for a smaller number of schools with a lower number of staff, there will be a point when it is no longer cost effective to run a service and/or charges become prohibitive to schools. This is certainly proving to be the case for the Bursary Service where the speciality of the skill set required for these roles means that it is difficult to recruit people to these posts and the salaries offered by the Council are no longer attractive when compared to the remuneration packages schools are able to offer.
7. The provisions of any traded service are underwritten by the General Fund of the Council and staff termination costs such as redundancy payments are payable by the Council and not via the income achieved from paid for services.

Legal:

8. In its capacity as local education authority, the Council has certain statutory obligations to provide support to the schools that it maintains. Reference to these statutory duties is made in the text of the report. If the Council withdraws the provision of traded services, it will need to maintain the capacity to comply with its statutory duties.

Risk Management:

9. Failure to discharge Statutory Responsibilities

There may be a failure to discharge the Council's Statutory responsibilities as clarity between statutory and discretionary services have not always been clear. These will include, but may not be limited to, Health and Safety, Statutory Payroll returns including TPA returns, breaches of IT security, statutory financial returns and other Section 151 officer responsibilities.

There is also an additional linked risk of failure to maintain the statutory day to day functions due to reduced capacity arising from withdrawing support to traded services and the consequential reduction in central resources.

10. Financial risk

These will include, but may not be limited to,

- Loss of income and profit
- The Council, as employer, is ultimately responsible for bearing the cost of Employment tribunals etc. if maintained schools have not followed the correct HR processes. The risk of withdrawing HR advice on difficult employment issues is that the costs incurred by the Council are higher than would otherwise be the case.
- Redundancy costs
- Where a school fails to ensure adequate insurance cover in accordance with the Council's advice there is a risk that additional costs will be the responsibility of the Council.
- If the overall objective of withdrawing support to schools is to save money, there may be a risk that these savings will not be delivered.

11. ICT Security Risk

There is a risk of not obtaining required MIS information if the data extraction utility is removed.

There is a risk of IT service disruption to schools which could impact on the Authority if/when data are required from schools.

12. Reputational Risk

This could be attributed to inadequate insurance cover acquired by the schools if the Council's advisory limit is not complied with.

Additionally this could also be the result of the risk of failing to carry out Equality Impact Assessments correctly leading to risk of legal challenge and the failure to establish clear exit strategies with the schools.

13. The identified risks would be managed as part of the exit strategies developed with schools.

Staffing (including Trades Unions):

14. Exiting from Traded Services will be subject to consultation with schools, staff and Trade Unions, the latter of which have indicated they would perceive this to be a negative move as the Unions believe there could be an increased risk to the schools if the quality of service provision elsewhere is lacking.

Equalities/Human Rights:

15. The Council must ensure that decisions are made in such a way as to minimise unfairness, and that there is not a disproportionately negative effect on people from different ethnic groups, disabled people, and men and women.

16. The statutory equality duties must be exercised in substance, with rigour and an open mind. To ensure that the Council have complied with the equality duties, and that any decision made does not unfairly discriminate, they should:
- carry out robust equality impact assessments and consult and involve relevant stakeholders as part of the decision-making process
 - Consider all relevant, available information in order to anticipate any likely negative impact and to seek to avoid that negative impact by taking alternative courses of action wherever possible.
 - Keep an adequate record showing that they had actually considered their equality duties and pondered relevant questions.
 - Be rigorous in both inquiring and reporting to Members the outcome of the assessment and the legal duties. When decisions are made, decision makers must have the relevant data, including the results of equality impact assessment, and of consultation and involvement, to ensure they reach an informed decision.
17. Equality Impact Assessments are currently in progress and should any matters arise from these the implications will be reported to the Committee when it meets.

Community Safety:

18. Not applicable.

Sustainability:

19. Not applicable.

Procurement:

20. Not applicable.

RECOMMENDATION(S):

The Committee is asked to:-

1. **Consider and comment on the proposals set out in the report to the Leader attached as Appendix A.**

The Proposal

21. The report attached as Appendix A was recently submitted to the Leader seeking a decision from him about the future provision of traded services to schools. The background and rationale for the proposal are set out in that Appendix.
22. In summary, it is proposed that the Council should cease to provide the following services to schools on structured basis:
- HR and payroll Services;
 - Bursary Service;
 - Insurance Services;
 - ICT Services; and
 - Property and Assets.

23. The proposal to withdraw these services will be brought forward as part of the Executive's budget proposals for 2012/13 and the Committee is asked to comment on the proposal.
24. A number of options are set out in paragraphs 37 – 41 of Appendix A. The preferred option is (e) which would result in the withdrawal of the services in a structured way.
25. The Council will need to facilitate the transition, in particular for lower schools that have fewer available resources, and continue to provide a facility if needed. Rather than seek to exit in September 2012 completely, the proposal is to support schools through the transition. If needed, the Council will still provide these services, provided that we achieve full cost recovery. Given that more schools are likely to choose to source the services from elsewhere, the charges will need to be increased significantly to achieve this.
26. A letter has been sent out to all Headteachers and Chairs of Governing Bodies inviting their comments on the proposal.

Appendices:

Appendix A – Report dated 3 January 2012 entitled Traded Services to Schools

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

None

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Leader’s Decision on behalf of the Executive

Date: 3 January 2012

Subject: Traded Services to Schools

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

Summary: This reports sets out the options when considering the future level of the Council’s Traded Services to Schools.

Advising Officer: Deb Clarke, Assistant Chief Executive, People & Organisation

Contact Officer: Charles Warboys – Chief Finance Officer

Public/Exempt: Public

Wards Affected: All

Function of: Executive

Key Decision No

Reason for urgency/ exemption from call-in (if appropriate) A ‘minded to’ decision is needed on behalf of the Executive to withdraw from the discretionary elements of Traded Services provision to schools on a structured basis. This will enable the production of the school booklet to correctly reflect the level of statutory service that will provided and allow for schools to make the relevant decisions as early as possible. It will also ensure the Council can provide structured and appropriate support and guidance throughout the changes in service provision.

CORPORATE IMPLICATIONS	
Council Priorities:	<p>1. The booklet detailing the service provision for schools aligns with the Council’s priority of Educating, protecting and providing opportunities for children and young people.</p>
Financial:	<p>2. The Council has a number of statutory responsibilities within the service provision to schools. As defined by the Schools Finance Regulations, there are certain statutory services which must be provided free of charge to schools. These services are delivered from within the Council’s Budget. These services are generally focussed in areas where the Council is classed as the employer or where child protection matters are the responsibility of the Council as the responsible body.</p>

3. Traded Services to schools are provided in a competitive market with private commercial companies and other local authorities providing similar services. The increase in Central Bedfordshire Council charges, combined with the move to academies has seen a reducing trend in the number of schools purchasing services, leading to a loss of income and shortfalls against income targets.
4. The full cost recovery exercise identified the true costs of running the HR service (including on costs and overhead contribution) to be £831k per annum, with £370k income received. With the relevant adjustment for statutory service provision at £274k, there was an income shortfall of £187k.

 Similarly ICT services do not fully recover costs whilst Assets and Bursary contribute to corporate overheads. Full costings of the traded services now need to be reviewed and any financial implications mitigated as much as possible. Any changes will be included in the budget report to Executive in February.
5. The HR and Bursary function has restructured part way through the financial year to a new operating model which streamlined the provision of the schools service, reducing the costs of the service delivery. However, a number of recently converted Academies have indicated that they are actively appraising the market and have observed that current Council charges can be higher than external competitors for a similar service.
6. Whilst the discretionary element of traded services can be run for a smaller number of schools with a lower number of staff, there will be a point when it is no longer cost effective to run a service and/or charges become prohibitive to schools. This is certainly proving to be the case for the Bursary Service where the speciality of the skill set required for these roles means that it is difficult to recruit people to these posts and the salaries offered by the Council are no longer attractive when compared to the remuneration packages schools are able to offer.
7. The provisions of any traded service are underwritten by the General Fund of the Council and staff termination costs such as redundancy payments are payable by the Council and not via the income achieved from paid for services.

Legal:

8. In its capacity as local education authority, the Council has certain statutory obligations to provide support to the schools that it maintains. Reference to these statutory duties is made in the text of the report. If the Council withdraws the provision of traded services, it will need to maintain the capacity to comply with its statutory duties.

Risk Management:

9. Failure to discharge Statutory Responsibilities

There may be a failure to discharge the Council's Statutory responsibilities as clarity between statutory and discretionary services have not always been clear. These will include, but may not be limited to, Health and Safety, Statutory Payroll returns including TPA returns, breaches of IT security, statutory financial returns and other Section 151 officer responsibilities.

There is also an additional linked risk of failure to maintain the statutory day to day functions due to reduced capacity arising from withdrawing support to traded services and the consequential reduction in central resources.

10. Financial risk

These will include, but may not be limited to,

- Loss of income and profit
- The Council, as employer, is ultimately responsible for bearing the cost of Employment tribunals etc. if maintained schools have not followed the correct HR processes. The risk of withdrawing HR advice on difficult employment issues is that the costs incurred by the Council are higher than would otherwise be the case.
- Redundancy costs
- Where a school fails to ensure adequate insurance cover in accordance with the Council's advice there is a risk that additional costs will be the responsibility of the Council.
- If the overall objective of withdrawing support to schools is to save money, there may be a risk that these savings will not be delivered.

11. ICT Security Risk

There is a risk of not obtaining required MIS information if the data extraction utility is removed.

There is a risk of IT service disruption to schools which could impact on the Authority if/when data are required from schools.

12. Reputational Risk

This could be attributed to inadequate insurance cover acquired by the schools if the Council's advisory limit is not complied with.

Additionally this could also be the result of the risk of failing to carry out Equality Impact Assessments correctly leading to risk of legal challenge and the failure to establish clear exit strategies with the schools.

13. The identified risks would be managed as part of the exit strategies developed with schools.

Staffing (including Trades Unions):

14. Exiting from Traded Services will be subject to consultation with schools, staff and Trade Unions, the latter of which have indicated they would perceive this to be a negative move as the Unions believe there could be an increased risk to the schools if the quality of service provision elsewhere is lacking.

Equalities/Human Rights:

15. The Council must ensure that decisions are made in such a way as to minimise unfairness, and that there is not a disproportionately negative effect on people from different ethnic groups, disabled people, and men and women.
16. The statutory equality duties must be exercised in substance, with rigour and an open mind. To ensure that the Council have complied with the equality duties, and that any decision made does not unfairly discriminate, they should
17.
 - carry out robust equality impact assessments and consult and involve relevant stakeholders as part of the decision-making process
 - Consider all relevant, available information in order to anticipate any likely negative impact and to seek to avoid that negative impact by taking alternative courses of action wherever possible.
 - Keep an adequate record showing that they had actually considered their equality duties and pondered relevant questions.
 - Be rigorous in both inquiring and reporting to Members the outcome of the assessment and the legal duties. When decisions are made, decision makers must have the relevant data, including the results of equality impact assessment, and of consultation and involvement, to ensure they reach an informed decision.
18. Equality Impact Assessments are currently in progress and should any matters arise from these the Leader will be informed immediately.

Community Safety:

19. Not Applicable.

Sustainability:

20. Not Applicable.

Procurement:

21. Not applicable.

Overview and Scrutiny:

22. This matter has not been considered by Overview and Scrutiny

RECOMMENDATION(S):

The Leader is asked to:

1. indicate on behalf of the Executive that the Council is minded to adopt a structured approach to withdrawing from the provision of traded services to schools as proposed in option (e).

<i>Reason for Recommendation(s):</i>	So that schools can be advised by way of the publication of the Services to Schools brochure 2012/13 of our likely intention to cease traded services to all schools, limiting service provision to statutory levels only with a phased effect from next academic year. Services currently trading with schools include HR, Payroll, Bursary, Insurance, ICT and Assets. The final decision on levels of service provision should they be any different to this paper will be taken as part of the budget process.
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Executive Summary

23. This reports sets out the options when considering the future level of the Council’s Traded services to Schools against a backdrop of a changing economic climate and national agenda in school provision. The agreed level of service provision is required for the purposes of producing the schools annual brochure of services offered to schools and that suitable notice can be given to schools with regards to any likely significant changes. As consideration is being given to reduce services to statutory levels only, schools need to be made aware of this at the earliest opportunity in order that they can make the relevant decisions and that we can provide structured and appropriate support and guidance throughout any changes in service.

Background

24. Local Authorities have historically provided a number of services to schools, some of which are a statutory requirement. A number of services are provided at a cost, going beyond the statutory minimum and some services are provided at full cost recovery. For the purposes of this paper the traded services under consideration include;
- HR and payroll Services;
 - Bursary Service;
 - Insurance Services;
 - ICT Services; and
 - Property and Assets.
25. With the drive for efficient use of the Council’s resources and the changing education environment, the Council regularly reviews its service provision to schools, seeking to improve the standard of service provided at reduced cost, to ultimately ensure the most appropriate investment of the Council’s funds to achieve its core objectives.
26. The national agenda is to encourage schools to convert to Academies and to seek greater freedom from the Local Authorities. This agenda has been embraced by Central Bedfordshire and is actively supported. The increase in the number of schools moving to Academy status and forming Pyramids and Trusts has impacted on the number of schools seeking central services support from the Council, which is reflected in the financial position regarding traded services buy back.

Service Provision

27. HR and payroll Services.

In 2010/11 of the 138 schools in Central Bedfordshire, all bar one school bought back the HR Advisory Services but take up was not as high in the administrative and payroll areas with around 10 schools opting to have their services provided elsewhere.

28. For the Trading Year 2011/12, the HR and Payroll teams undertook a detailed exercise to establish the full cost of providing services to schools, establishing an appropriate contribution to overheads and compared this to income earned. This evidenced that the service was heavily subsidised by the Council and that radical changes to the charging structure was necessary to achieve full cost recovery.

29. The HR service has developed over a number of years and there has been a gradual loss of clarity between our statutory responsibilities and discretionary (paid for) services. As part of the exercise into establishing the costs of service delivery, there has been more emphasis placed on determining the statutory elements of the service in order to establish those costs which remain with the Council.

The HR statutory services which must be provided free of charge include the Teachers Pensions Annual Service Return, being the conduit for the payment of General Teaching Council fees, monitoring Health and Safety responsibilities which have been delegated to school governing bodies, and consultation with representatives of staff, pupils, governing bodies and others (including Trade Unions and Professional Associations) as regards conditions of employment in maintained schools.

30. Bursary Service

For Bursary service there are currently 91 CBC schools supported by the service and it is likely that 63 Schools will be continuing into 2012/13. The current Bursary service provides services to both Central Beds and Bedford Borough schools although it is no longer a shared service arrangement. Schools buy the services direct with the Bursary team at a charge out rate of £60.00 per hour. Charges are calculated at full cost recovery.

31. The Bursary Service provides mainly non statutory services although where the Bursary function has been used to support the statutory work elements there is limited capacity for these services to be transferred to the small Statutory School Finance Team that provides the statutory services in respect of ensuring good financial governance and stewardship. Additionally, this statutory function will be able to continue with a specific non statutory contract arrangement with the Schools in administering the Long term absence pool which has historically been undertaken by the Bursary Service. This contract will run until 31 March 2014.

32. Software and system support provided by the Bursary Service is not a statutory function and provision can be sought directly from the providers or other Bursary Services. It must be recognised there is a risk in relation to the Statutory Financial returns that the Council requires from the schools in order to fulfil the S151 requirements and assurance, however it is not the Council's responsibility to provide and support the systems to deliver this.

33. Insurance Services

Insurance Services currently provides services to 137 CBC schools and it is anticipated this will reduce to 110 in 2012/13. Services to schools are provided from the core council staffing requirement and are offered on a fee earning basis, although not deemed as full cost recovery.

34. Property and Assets

Assets Services currently engages with 30 schools via a written SLA agreement with 1 additional school in the process of signing into this service. The service operates on a full cost recovery basis and withdrawal from the SLA requires written 12 month's notice.

35. In respect of the Assets function, the advisory service is provided to a small number of schools in connection with the school capital building/maintenance programme. It operates as an incremental activity to the main purpose of the Assets team is opportunistic rather than strategic and that small capacity could be better used in further improving the delivery of the capital programme.

36.. ICT Services

For the trading year 2011/12, the ICT team provided Secure Network Services for schools, formerly known as the Schools Broadband Service to all but one of the schools in Central Bedfordshire. This service includes the provision of a wide area connection to the internet, web filtering, access to the learning platform and email services. Specifically the service provides for schools:

Secure network access to the internet and service desk support

McAfee (anti-virus software)

Avco (secure file transfer system between schools and the LA)

Groupcall (Exporter – automated data extraction utility taking data from schools' MIS for LA)

Learning platform access

Email account management

37. In respect of the ICT Services the local authority has a single network supplier for the schools secure network service. This commits the Council to a network contract with this supplier for a minimum 12 month period. The full costs are recovered from participating schools. Providing no more than 10% of schools withdraw from this service the contract costs can be adjusted. When more than 10% of schools withdraw the contract remains at a fixed cost leaving the Council with an ongoing liability. Schools will be asked to commit to another years service for 2012/13 and providing 90% sign up for the service the LA will be able to continue to provide the service.

Options for future services

38. The current financial position of the General Fund underwriting the traded service provision to schools is not sustainable. To achieve a cost neutral service, a number of options have been explored:

39. [a] Drive further efficiencies within the current service provision. For example, within HR and Payroll services a number of existing processes are based on manual systems, paper driven with limited use of IT. Some additional efficiency (by reducing staffing levels) could be achieved with investment into the necessary technology to facilitate the direct submission of forms and updates. Investment cost would be high as any system used would need to be compatible with the variety of IT systems used within Schools or sufficiently firewalled to achieve security compliance. Where possible, vacancies could be held and staffing levels reduced to reduce costs of service delivery. This option will have an immediate impact on the ability to provide services and as such, is likely to have a negative impact on future buy back levels.
40. [b] Review costs and charges seeking full cost recovery for all traded services. As there is currently a projected budget shortfall in HR, Payroll and ICT services, this is likely to lead to a further increase in charges. It is therefore realistic to expect a resulting decrease in the number of schools buying back these services from the Council. Although staffing levels would be adjusted in line with the lower requirements and a cost reduction can be achieved, in the short term the Council will continue to financially support the service provision to a high level.
41. [c] Invest in the Services to enable the recruitment and retention of the calibre of staff required to provide the level of service that justifies the full cost recovery rates. However, this is contrary to the ethos of the Council concentrating on its core services.
42. [d] Work in partnership with another local authority or external provider with a view to reducing costs and sharing responsibilities. Whilst this aligns with the medium term plans of the authority, this may require some initial set up costs and an increase in contract management costs. Further development of this option would be required if it was to be actively pursued and in a competitive market there is a risk of further reduction in take up whilst the options and potential partners were in discussion.
43. [e] Cease traded services in a structured way providing appropriate support to schools to secure alternative service providers and clarity over statutory responsibilities. Trading with schools is currently undertaken on a financial year basis and with providing notice of the change; this could naturally move to service contracts to align with the academic year, which is preferable to schools. This would be subject of consultation with schools commencing in January 2012 and with staff and trade unions.
44. The Council will need to facilitate the transition, in particular for lower schools that have fewer available resources, and therefore we will continue to provide a facility if this is needed. Rather than seek to exit in September 2012 entirely, we will seek to support schools through the transition. If it is necessary for us to do so, we will still provide these services on the basis of full cost recovery. Given that more schools are likely to choose to source services from elsewhere, the charges will need to be increased significantly to achieve this.
44. Withdrawing from this area of service provision will result in a loss of income for the Council, but there will also be a reduction in the Council's costs which will be reviewed and actions will be taken to mitigate the effects as far as possible. This option does allow the council to focus on its core business and statutory obligations. Appendix A sets out the scope of services affected and proposed exit strategy, each option being supported by a transition plan.

Appendices:

Appendix A – Scope of Services

Background Papers: None

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Appendix A

Scope of services (based on service to schools list May 2011)

Educational services

Service	Continue to offer	Tentative exit date	Comment
Governor services - training	Yes	August 2013	Currently provided by Bursary Service – to be commissioned by alternative provider

Traded services in the schools booklet

Service	Continue to offer	Tentative exit date	Comment
Training for Finance - RM, Integris, budgeting etc	No	31 August 2012, to conclude the previous academic year	Currently provided by Bursary Service. Difficult to provide ongoing services given reduced staff levels and required investment.
Finance software and support – FPS, RM finance etc	No	As above	As above
Bursary service	No	As above	As above
LTA/maternity pool	Yes, until end of contract	31 March 14	Contracted in pool, but can be honoured by Statutory Finance function
Subscriptions buyback – PPL, PRS, ERA Copyright licencing, Schools science service	No	1 April 2012	Schools can procure directly with agencies.
Safehands insurance	No	31 August 2012	Provides time for a transition to a new provider/broker ad reflects the need to review staffing levels
Payroll services	No	31 August 12	Aligns with tax year and completion of year end returns
HR services Service support Advisory service	No	31 August 12	Aligns with tax year and completion of year end returns
Heart recruitment supply agency	No	Service ceased in 11-12	
ICT services	Statutory provision only, eg SEN ICT assessment Discretionary services	Retain 31 March 12	

Schools network, incl schools broadband service	Yes	31 March 2014	The service is contracted with a third party until 2014
Property services	Statutory services re maintenance and property safety Discretionary services	Retain Cease 31 August 2012, or later subject to notice under the SLA.	

Meeting: Customer and Central Services Overview and Scrutiny Committee
Date: 16 January 2012
Subject: Quarter 2 Performance Report
Report of: Cllr Maurice Jones, Deputy Leader and Executive Member for Corporate Resources
Summary: The report highlights Quarter 2 performance 2011/12 for the Corporate Health indicators recorded by Corporate Services - Resources and Corporate Services - People and Organisation.

Advising Officer: Deb Clarke, Assistant Chief Executive. Charles Warboys, Chief Finance Officer.
Contact Officer: Elaine Malarky, Head of Programme 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; Undisputed 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 agency staff being used.

Equalities/Human Rights:

This report highlights performance in respect of 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 overall improvement made against this set of indicators and considers any issues from this report that could form part of their work programme.

1. Overall performance against the corporate data set demonstrates that Council services continue to be supported by strong management decisions and that appropriate actions are being taken to remedy challenging performance issues.
2. Appendix A has a cover sheet providing an overview of performance for each of the indicators in the corporate set considered by this Committee. During quarter 2 2011/12, it has been possible to RAG score five of the seven Corporate Services indicators. Two are green, two are amber and improving and one is red and improving. The remaining two have not been scored, either because no target has been set or the nature of the indicator means it is not suitable to score in this way. Wherever possible and appropriate, the cover sheet also shows the direction of travel for the indicator.
3. The following provides a brief summary highlighting key performance for Quarter 2. The tables attached as Appendix A provide the details for each indicator.

Corporate Services - Resources

4. Performance in respect of the amount of Council Tax due collected continues to remain higher than the same point in 2010/11. The interventions used to chase outstanding payments, including reminder letters and the issuing of summonses has ensured that the percentage of Council Tax collected remains very close to target. By the close of Quarter 2, 56.87 per cent had been collected. This is slightly up on last year, but still sees the Council 0.23% behind target, hence the amber rating. The 0.23% equates to £326K. The Council will continue to chase non payment and remains confident that it will achieve its end of year target of 98%.
5. The time taken to process Housing Benefit, Council Tax Benefit, new claims and change events, continues to show significant improvement when compared to the same period in 2010/11, with a processing time of 35.43 days this quarter compared to the 54 days in Quarter 2, 2010/11. The level of council Tax change requests is now the lowest since the Council came into being in April 2009. As anticipated clearing the backlog of claims and amendments to existing benefits has resulted in an increase in the number of older claims being processed which has seen overall processing times deteriorate this quarter. This is only a temporary situation as the backlog will be cleared by the end of October. From then processing times will significantly reduced and will be brought into line with monthly targets by the year end. However, achieving an average rate of 25 days

for the entire year remains a challenging target due to the impact of dealing with the backlog.

6. The Council continues to meet its target of paying 90% of all its undisputed invoices within 30 days with performance up 5.75% this quarter compared to Quarter 2 in 2010/11.
7. The overall amount of debt (over 61 days old) owed to the Council increased by £1.46M during quarter 2 to £5.05M. Whilst there was a fall in the amount of debt outstanding (61 to 90 days) down from £0.732M to £0.292M, the majority of the increase was for debt owed for between 91 days and a year. In this category debt outstanding has increased by £1.697M to £3.612M this quarter, of this £1.9M relates to two agreements with other public sector organisations that are in the process of being resolved. The supporting data in Appendix A (CH4) also shows that £0.99M of this debt is secured against house sales and therefore is not immediately recoverable.

Corporate Services - People and Organisation

8. The Council continues to carefully manage the level of agency staff that it uses, ensuring that ongoing use is regularly monitored. As the optimum number of agency staff required fluctuates from quarter to quarter due to changing need, it is not possible to performance score this indicator. It is worth noting that the number of agency staff (FTE) fell by 5.28 in Quarter 2 2011/12 when compared to Quarter 1 2011/12 and is down 16.5% compared to the close of 2010/11.
9. The figures show that sickness absence is improving, with quarter 2 2011/12 showing the third successive quarterly fall. However the indicator has been scored as AMBER as the Quarter 2 figure, of 2.2 days lost per employee (FTE) remains above the quarterly target of 2 days. Further improvement will be supported by additional sickness absence training sessions for managers planned over the coming months. In addition, Human Resources continue to work closely with Occupational Health to provide support to those identified as having higher levels of sickness absence.
10. The Customer Service Contact Centre continues to surpass its target of resolving 80% of calls that it receives at the first point of contact (FPOC). This is a considerable achievement bearing in mind the high volume of calls received during the quarter (153,549) and the fact that 45% of these came through on the 'General Enquiries' line.

Appendices:

Appendix A – Quarter 2 2011/12 indicators for Corporate Services - People and Organisation and Corporate Services - Resources.

Background Papers: (open to public inspection) - None

Location of papers: Priory House

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Appendix A Quarter 2 2011/12 Performance Report - Corporate Services

Overview of Corporate Services indicators for Quarter 2 2001/12

Corporate Services - Resources			
CH 1	The percentage of Council Tax due, collected	↕	A
CH 2	Time taken to process Housing Benefit, Council Tax, new claims and change events	↕	R
CH 3	Undisputed invoices paid within 30 days	↕	G
CH 4	Amount of debt outstanding	↘	Not scored
Corporate Services - People and Organisation			
CH 5	Total number of Carlisle Managed Solutions agency staff	Not scored	Not scored
CH 6	Corporate sickness absence	↕	A
CH 7	The percentage of first point resolutions by the Customer Service Contact Centre	↕	G

Performance Judgement	Direction of travel		RAG score
	↘	Performance is reducing	R
	↔	Performance remains unchanged	A
	↕	Performance is improving	G
			RED - target missed / off target - Performance at least 10% below the required level of improvement AMBER - target missed / off target - Performance less than 10% below the required level of improvement GREEN - Target achieved or performance on track to achieve target

CH 1 The percentage of Council Tax due, collected													
Unit	Good is	2009/10				2010/11				2011/12			
		Outturn	Qu 1	Qu 2	Qu 3	Qu 4	Outturn	Qu 1	Qu 2	Qu 3	Qu 4	Outturn	
%	High		29.52	57.54	85.34	98.50	98.50	29.10	56.90	85.10	98.00	98.00	
Cumulative Target			28.79	56.61	84.47	97.60	97.60	28.97	56.67				
Cumulative Actual		97.19											
Variance			- 0.73	- 0.93	- 0.87	- 0.90	- 0.90	- 0.13	- 0.23				

Comment: The interventions used to chase outstanding payments, including reminder letters and the issuing of summonses has ensured that the percentage of council tax collected remains very close to target. By the close of quarter 2, the Council had collected 56.67% of the Council Tax due to it for 2011/12. This is slightly up on last year, but still sees the Council 0.23% behind target, hence the amber rating. The 0.23% equates to £326K.

The Council will continue to chase non payment and remains confident that it will achieve its end of year target of 98%.

Latest comparator group average	-
Report comparison	-
Seasonal	↑
Performance Judgement	A

CH 2 Time taken to process Housing benefit, Council Tax Benefit, new claims and change events (Figures in brackets show the target/average number of days for the quarter)													
Unit	Good is	2009/10				2010/11				2011/12			
		Outturn	Target (Outturn)	Qu 1	Qu 2	Qu 3	Qu 4	Outturn	Target (Outturn)	Qu 1	Qu 2	Qu 3	Qu 4
%	Low	29	29	54	54	37	26	26	25	31	35.43		
									Average for year	(31)	(35.5)		

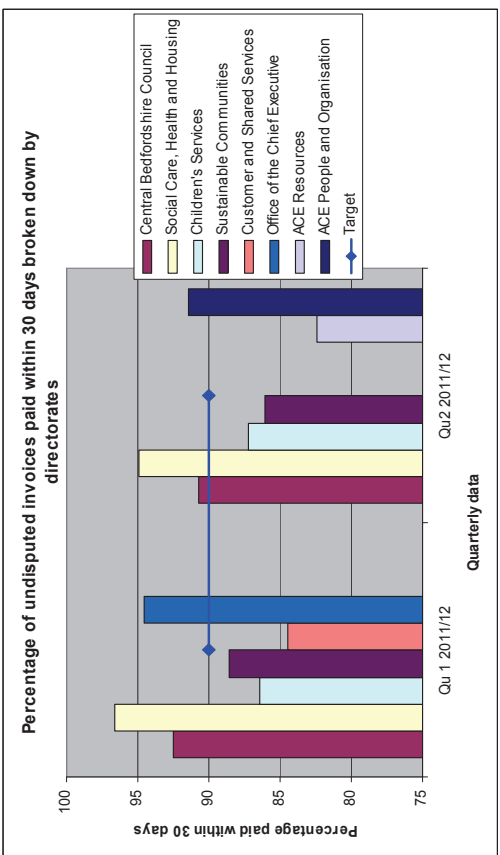
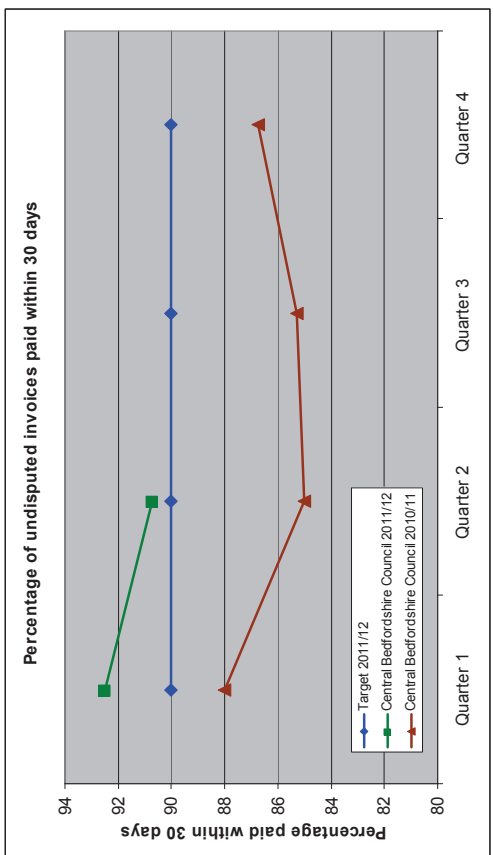
Comment: Performance has improved significantly compared to 2010/11 with a significant reduction in processing times. However as anticipated clearing the backlog of claims and amendments to existing benefits has resulted in an increase in the number of older claims being processed which has seen overall processing times deteriorate. This is only a temporary situation as the backlog will be cleared by the end of October and then we will see processing times significantly reduce.

Processing of new claims in September did not achieve target at 42.9 days but was a significant improvement on the same month in 2010/11 when it was 63 days. This is a considerable improvement particularly bearing in mind that overall performance is being suppressed as we deal with the backlog of older claims. Likewise the processing of changes was down to 32.8 days in September compared to 60 days in the previous year. Whilst this is a significant improvement we are again off target due to the impact of dealing with the backlog of older change requests. It is still anticipated that processing times will be brought into line with monthly targets by the end of the year. However achieving an overall rate of 25 days for the entire year remains a challenging target due to the impact of dealing with the backlog.

Latest comparator group average	-
Report comparison	-
Seasonal	↑
Performance Judgement	R

Invoices and outstanding debt

Percentage of undisputed invoices paid within 30 days																
Unit	Good is	2009/10		2010/11				2011/12				Latest comparator group average	Report comparison	Seasonal	Performance Judgement	G
		Outturn	Target (Outturn)	Qu 1	Qu 2	Qu 3	Qu 4	Outturn	Target (Outturn)	Qu 1	Qu 2					
%	High	82.6	90	88	85	85.28	86.73	86.73	90	92.5	90.75		-			
<p>Comment: Performance in Quarter 2 2011/12 fell short of that achieved in quarter 1, although the 90% target has still been achieved. It should be noted that a similar fall-off in performance was seen in 2010/11, suggesting that seasonal factors (e.g. staff away on holiday) may be playing a part. For this reason this indicator continues to be scored on a seasonal basis. The seasonal comparison shows a significant improvement in Quarter 2 this year compared to 2010/11, both for the Council as a whole, and for Directorates where comparable data exists.</p> <ul style="list-style-type: none"> • Social Care, Health & Housing performance has shown a slight decline, though is still well above target. • Children's Services performance is improving towards target. • Below-target performance for Sustainable Communities has further reduced, however analysis of month on month data shows that it was the September figures across the directorate that brought the cumulative quarterly performance down. • Following the restructure this is the first quarter that ACE People and Organisation and ACE Resources data is available. 																



CH 4		Amount of debt outstanding							Latest comparator group average		Report comparison		Quarter on quarter		Performance Judgement		Not scored			
Unit	Good is	2011/12				2010/11	Indicator		Target (Outturn)	Qu 1	Qu 2	Qu 3	Qu 4	Outturn						
£(m)	Low	Amount of debt outstanding (61 days and over)		3.59		2.862	Amount of debt outstanding (Over 1 year)		0.943	0.604	0.701	0.445	0.488	0.656	All debt requiring the sale of a property before debt can be recovered		All debt requiring the sale of a property before debt can be recovered		All debt requiring the sale of a property before debt can be recovered	
		Amount of debt outstanding (61 to 90 days)		0.732		0.553	Amount of debt outstanding (91 to 365 days)		1.915	0.629	0.629	0.339	0.462	0.103	All debt excluding that requiring the sale of a property before debt can be recovered		All debt excluding that requiring the sale of a property before debt can be recovered		All debt excluding that requiring the sale of a property before debt can be recovered	
		Amount of debt outstanding (91 to 365 days)		1.915		1.616	Amount of debt outstanding (Over 1 year)		0.943	1.453	1.453	0.629	0.629	0.103	Total amount of debt outstanding		Total amount of debt outstanding		Total amount of debt outstanding	
		Amount of debt outstanding (Over 1 year)		0.943		0.693	Amount of debt outstanding (Over 1 year)		0.943	0.732	0.732	0.224	0.507	0.081	All debt requiring the sale of a property before debt can be recovered		All debt requiring the sale of a property before debt can be recovered		All debt requiring the sale of a property before debt can be recovered	
									0.703	1.109	1.109	0.472	0.553	All debt excluding that requiring the sale of a property before debt can be recovered		All debt excluding that requiring the sale of a property before debt can be recovered		All debt excluding that requiring the sale of a property before debt can be recovered		
									2.862	3.612	3.612	3.124	5.05	Total amount of debt outstanding		Total amount of debt outstanding		Total amount of debt outstanding		

Comment: Compared to last quarter the level of debt over 61 days has increased by £1.373M. This increase is predominantly in the 91 to 365 days category primarily due to: (i) £805k owed by NHS which is still awaiting an agreement to be reached; and (ii) £1.1M which relates to a single invoice to Bedford Borough Council which was in dispute and subject to ongoing negotiations. Agreement over the level of debt has now been reached and a credit for £71k was raised in October to reduce the amount owed to enable resolution of the issue.

It is important to note that the total debt outstanding includes debt secured against house sales that is not immediately recoverable. This is shown separately in the chart.

Quarter	Total amount of debt outstanding	All debt requiring the sale of a property before debt can be recovered	All debt excluding that requiring the sale of a property before debt can be recovered	All debt requiring the sale of a property before debt can be recovered
Quarter 4 2010/11	2.862	0.703	1.616	0.553
Quarter 1 2011/12	3.59	0.943	1.915	0.732
Quarter 2 2011/12	5.05	0.701	3.612	0.732

Corporate Health - People and Organisation
Assistant Chief Executive - Deb Clarke

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

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

Agency staff

CH 5		Total number of agency staff					Latest comparator group average		Report comparison	Performance Judgement	Not scored
Unit	Good is	2010/11	2011/12				Total number of agency staff (FTE) broken down by the reason for the cover		Total number of agency staff (FTE) broken down by type of cover	Report comparison	Not scored
		Outturn	Target (Outturn)	Qu 1	Qu 2	Qu 3	Qu 4	Outturn			
%		193	Level determined by need	166.49	161.21						
<p>Comment: The Council continues to manage the level of agency staff that it uses, monitoring the reason for their usage and the category of job the agency worker is carrying out. The use of agency workers is one of the resourcing options that allows us to be flexible in our resourcing options. This is especially important during times of restructuring where skills or capacity gaps have been identified for a period of time or there is a need to covering a role prior to commencing change.</p> <p>As the optimum number of agency staff will fluctuate from quarter to quarter due to changing needs, it is not possible to performance score this indicator. However it is worth noting that the number of agency staff (FTE) fell by 5.28 in Quarter 2 2011/12 when compared to Quarter 1 2011/12.</p>											

Sickness absence

CH 6		Average number of days lost per employee (FTE)					Latest comparator group average		Report comparison	Performance Judgement			
Unit	Good is	2010/11				2011/12		Average number of days lost per FTE during the quarter		Performance Judgement			
		Target (Outturn)	Qu 1	Qu 2	Qu 3	Qu 4	Outturn	Target (Outturn)	Qu 1	Qu 2	Qu 3	Qu 4	Outturn
%	Low	8.0	1.8	2.13	2.72	2.42	9.07	8.0	2.33	2.2			
<p>Comment: We continue to carefully monitor levels and patterns of sickness absence and work closely with all managers, supporting them as they follow our robust sickness absence policies.</p> <p>Building on the sickness absence training already provided to managers, further training is planned over the coming months.</p> <p>As part of this support, Human Resources works closely with Occupational Health to provide support to those identified as having higher levels of sickness absence.</p> <p>The figures show that sickness absence is improving, with Quarter 2 2011/12 showing the third successive quarterly fall. However the indicator has been scored as AMBER as Quarter 2 remains above the quarterly target.</p>													

Customer Services

Percentage of first point resolutions by the Customer Service Contact Centre																																			
CH 7	Unit	Good is	2009/10		2010/11				2011/12				Latest comparator group average	Report comparison	Quarter on quarter	Performance Judgement	G																		
			Outturn	76.0	Target (Outturn)	Qu 1	Qu 2	Qu 3	Qu 4	Outturn	Target (Outturn)	Qu 1						Qu 2	Qu 3	Qu 4	Outturn														
	%	High	76.0	80	87.29	89.53	90.46	89.64	89.23	80	88.76	88.85																							
<p>Comment: 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 (FPOC).</p> <p>The Customer Contact Centre received 153,549 calls in Quarter 2, of these 45% came through on the 'General Enquiries' line.</p> <p>Analysis of these 'General Enquiry' line calls revealed that 25% (17,127) of these were where the caller merely asked to be directed to a named member of staff, therefore with no opportunity to achieve FPOC these have been removed from the calculation.</p>																																			
<p>Percentage of first point resolutions by the Customer Service Contact Centre</p> <table border="1"> <caption>Quarterly data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Qu 1 2010/11</td> <td>87.29</td> </tr> <tr> <td>Qu 2 2010/11</td> <td>89.53</td> </tr> <tr> <td>Qu 3 2010/11</td> <td>90.46</td> </tr> <tr> <td>Qu 4 2010/11</td> <td>89.64</td> </tr> <tr> <td>Qu 1 2011/12</td> <td>88.76</td> </tr> <tr> <td>Qu 2 2011/12</td> <td>88.85</td> </tr> <tr> <td>Qu 3 2011/12</td> <td>88.85</td> </tr> <tr> <td>Qu 4 2011/12</td> <td>88.85</td> </tr> </tbody> </table>																		Quarter	Percentage	Qu 1 2010/11	87.29	Qu 2 2010/11	89.53	Qu 3 2010/11	90.46	Qu 4 2010/11	89.64	Qu 1 2011/12	88.76	Qu 2 2011/12	88.85	Qu 3 2011/12	88.85	Qu 4 2011/12	88.85
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Meeting: Customer & Central Services Overview & Scrutiny Committee
Date: 16 January 2012
Subject: Work Programme 2011 – 2012 & 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, Corporate Policy & 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.	16 January 2012	Executive Member Update	To receive a brief verbal update from the relevant Executive Member.	
		Corporate Asset Management Strategy	To consider the Council's Corporate Asset Management Strategy	
		Recovery Programme	To receive a progress report regarding the recovery programme of the Corporate Services Directorate	
		Traded Services to Schools	To consider an options report regarding the future level of traded services to schools	
		Quarter 2 Performance Monitoring	To consider performance monitoring information for the second quarter of 2011/12	
2.	27 February 2012	Executive Member Update	To receive a brief verbal update from the relevant Executive Member	

Ref	Indicative OSC Meeting Date	Report Title	Issue to be considered	Comment
		Procurement Review & Priorities	To receive a report regarding the broad direction for procurement at Central Bedfordshire Council	
		Medium Term Accommodation Plan	To receive a report on progress with the Medium Term Accommodation Plan	
3.	16 April 2012	Executive Member Update	To receive a brief verbal update from the relevant Executive Member.	
		Quarter 3 Budget Monitoring	To consider corporate budget and treasury management monitoring information for the third quarter of 20011/12, together with specific information for Corporate Services (Resources and People & Organisation).	
		Quarter 3 Performance Monitoring	To consider performance monitoring information for the third quarter of 20011/12	
		Medium Term Objectives	To consider the Council's draft Medium Term Objectives	
		Channel Shift	To receive a progress report regarding implementation of the Channel Shift programme	

Ref	Indicative OSC Meeting Date	Report Title	Issue to be considered	Comment
		ICT Framework	To receive the quarterly progress report regarding implementation of the ICT Framework	
4.	21 May 2012	Executive Member Update	To receive a brief verbal update from the relevant Executive Member.	

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**Central Bedfordshire Council
Forward Plan of Key Decisions
1 January 2012 to 31 December 2012**

- 1) During the period from **1 January 2012 to 31 December 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 January 2012 to 31 December 2012

Key Decisions

Date of Publication: 15 December 2012

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
1.	Harmonisation of the Housing Needs Service in Central Bedfordshire -	To approve the harmonisation of the Housing Needs Service in Central Bedfordshire.	10 January 2012		Report	Executive Member for Social Care, Health and Housing Comments by 09/12/11 to Contact Officer: Mary Goodson, Policy Advisor Email: mary.goodson@centralbedfordshire.gov.uk Tel: 0300 300 5515
2.	Fairer Charging - Phase 2 -	To receive an update on phase 2 fairer charging and to make a decision on the introduction of weekly charge for Telecare Services.	10 January 2012	Current Telecare users (individual letter and survey); Stakeholder Groups and Public (email and web-based survey) 15 August 2011 – 4 November 2011.	Report Consultation document containing proposals Analysis of consultation responses	Executive Member for Social Care, Health and Housing Comments by 09/12/11 to Contact Officer: Tim Hoyle, Head of Business Systems Email: tim.hoyle@centralbedfordshire.gov.uk Tel: 0300 300 6065

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.	ICT Framework Document -	To approve the ICT Framework document.	10 January 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 09/12/2011 to Contact Officer: Clive Jones, Chief ICT Officer Email: clive.jones@centralbedfordshire.gov.uk Tel: 0300 300 4168
4.	Outcome of the Review of Children's Centres -	To consider the outcome of the review of children's centres.	10 January 2012		Report	Executive Member for Children's Services Comments by 09/12/2011 to Contact Officer: Catherine Parry, Assistant Director (Acting), Children's Services Operations Email: catherine.parry@centralbedfordshire.gov.uk Tel: 0300 300 6441
5.	Treasury Management Policy and the Treasury Management Strategy -	To recommend to Council the adoption of the Treasury Management Policy and Treasury Management Strategy.	10 January 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 09/12/11 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
6.	Budget 2012/13 -	To recommend to Council the proposed budget for 2012/13: <ul style="list-style-type: none"> • Revenue Budget; • Capital Budget; and • Fees and Charges. 	14 February 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 13/01/12 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147
7.	Housing Revenue Account Budget 2012/13 -	To recommend to Council the Housing Revenue Account Budget 2012/13 for approval.	14 February 2012		Report	Deputy Leader and Executive Member for Corporate Resources, Executive Member for Social Care, Health and Housing Comments by 13/01/12 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 Officer and/or Tony Keaveney, Assistant Director Housing Services Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147 and/or tony.keaveney@centralbedfordshire.gov.uk Tel: 0300 300 5213

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)
8.	Localism Bill -	To consider the Localism Bill and the delivery through the Community Strategy.	14 February 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 13/01/12 to Contact Officer: Peter Fraser, Head of Partnerships & Community Engagement Email: peter.fraser@centralbedfordshire.gov.uk Tel: 0300 300 6740
9.	Corporate Asset Management Strategy -	To approve the Corporate Asset Management Strategy.	14 February 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 13/01/12 to Contact Officer: Ian Brown, Interim Chief Assets Officer Email: ian.brown@centralbedfordshire.gov.uk Tel: 0300 300 5711

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
10.	Central Bedfordshire Local Broadband Plan -	To approve the Central Bedfordshire Local Broadband Plan, setting out the vision for broadband in the area and approval to use Council funds to enter into the Broadband Delivery UK procurement framework to deliver necessary infrastructure to deliver superfast broadband for the area.	14 February 2012	A public consultation on the vision for the area will be undertaken prior to any procurement exercises.	The draft Local Broadband Plan	Deputy Executive Member for Corporate Resources Comments by 13/01/2012 to Contact Officer: James Cushing, Head of Economic Policy Email: james.cushing@centralbedfordshire.gov.uk Tel: 0300 300 4984
11.	Review of Central Bedfordshire Council Library Service -	Approval is sought to: A: agree the Central Bedfordshire vision for the Libraries Service; and B: agree a sustainable model of future Library Service provision.	27 March 2012	Throughout May - July 2011 a series of focus groups and workshops with service users and partners and stakeholders. From October 2011 – January 2012 a formal consultation on the vision and potential service delivery models.	Emerging vision, core service offer and aspiration Libraries Service Review Report Outcomes from consultation process Equality Impact Assessment	Executive Member for Sustainable Communities - Services Comments by 26/02/12 to Contact Officer: Kate McFarlane, Head of Community Regeneration & Adult Skills Email: kate.mcfarlane@centralbedfordshire.gov.uk Tel: 0300 300 5858

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
12.	Community Safety Partnership Priorities and the Community Safety Partnership Plan for 2012-2013 -	To adopt the Community Safety Partnership Priorities and the Community Safety Partnership Plan for 2012-2013.	27 March 2012	Strategic Assessment & Partnership Plan will be considered at the Community Safety Partnership Executive meeting in November/December, Overview and Scrutiny Committee and the Local Strategic Partnership.	Strategic Assessment Priorities & Community Safety Partnership Plan 2012-2013	Executive Member for Sustainable Communities - Services Comments by 26/02/12 to Contact Officer: Jeanette Keyte, Community Safety Manager Email: jeanette.keyte@centralbedfordshire.gov.uk Tel: 0300 300 5232
13.	Leighton Buzzard Town Centre Planning and Development Briefs -	To endorse the planning document for two sites as Interim Technical Guidance for Development Management Purposes.	27 March 2012	Statutory consultation procedure to be carried out in Autumn 2011.	Leighton Buzzard Town Centre sites Planning and Development Briefs	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 26/02/12 to Contact Officer: Liz Wade, Assistant Director Economic Growth and Regeneration Email: liz.wade@centralbedfordshire.gov.uk Tel: 0300 300 6288
14.	Quarter 3 Budget Monitoring -	To consider quarter 3 budget monitoring report.	27 March 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 26/02/12 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
15.	Alternative Future Provision of the Pupil Referral Unit -	To consider an alternative provision free school - Pupil Referral Unit	27 March 2012		Report	Executive Member for Children's Services Comments by 26/02/12 to Contact Officer: Pete Dudley, Assistant Director Children's Service Email: pete.dudley@centralbedfordshire.gov.uk Tel: 0300 300 4203
16.	Local Lettings Policy to Rural Exception Sites in Central Bedfordshire -	To agree the Local Lettings Policy to allocate affordable housing to Rural Exception Sites in Central Bedfordshire.	27 March 2012		Report Report	Executive Member for Social Care, Health and Housing Comments by 26/02/12 to Contact Officer: Hamid Khan, Head of Housing Needs Email: hamid.khan@centralbedfordshire.gov.uk Tel: 0300 300 5369

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
17.	All Age Skills Strategy and the Skills Role of the Local Authority -	Approval is sought to agree the All Age Skills Strategy for Central Bedfordshire and to agree on the future role of the local authority in the skills agenda.	27 March 2012	<p>The draft All Age Skills Strategy was created following a series of workshops, focus groups and interviews with partners, stakeholders and individuals, during June and July 2011. From early August to late October 2011, a formal 13 week consultation on the draft strategy was held. A follow up stakeholder workshop was held in mid October.</p> <p>Across November and December 2011, a series of one to one meetings, structured interviews and workshops will be held internally to establish the existing skills role of the local authority and to seek views on the potential future role. In January 2012 external stakeholders will be consulted with, again through workshops and interviews to examine Central Bedfordshire wide skills governance arrangements.</p>	<p>All Age Skill Strategy All Age Skills Strategy Consultation Report Report on the future role of the local authority in the skills agenda, with options analysis and implementation plan for the preferred option Equality Impact Assessment</p>	<p>Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 26/02/11 to Contact Officer: Kate McFarlane, Head of Community Regeneration & Adult Skills Email: kate.mcfarlane@centralbedfordshire.gov.uk Tel: 0300 300 5858</p>

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
18.	The Future of Special Schooling in the South of Central Bedfordshire -	To consider the responses to the statutory notices to merge Hillcrest Community Special School and Glenwood Community Special School to create a single area special school for pupils with complex educational needs (Severe Learning Difficulties (SLD), Profound and Multiple Learning Difficulties (PMLD) and Moderate Learning Difficulties (MLD) with additional needs) ages 3-19, and make a recommendation as a consequence of this process having been completed.	27 March 2012		Report	Executive Member for Children's Services Comments by 26/02/12 to Contact Officer: Pete Dudley, Assistant Director Children's Service Email: pete.dudley@centralbedfordshire.gov.uk Tel: 0300 300 4203

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
19.	Medium Term Accommodation Plan - Capital Approval -	To approve the capital for the Medium Term Accommodation Plan.	27 March 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 26/02/2012 to Contact Officer: Gillian Dent, Project Manager Email: gillian.dent@centralbedfordshire.gov.uk Tel: 0300 300 4656
20.	Award of the Housing Responsive Maintenance and Void Repairs Contract -	To award the housing responsive maintenance and void repairs contract.	27 March 2012		Report	Executive Member for Social Care, Health and Housing Comments by 26/02/12 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)
21.	Implementation of the School Organisation Plan: New School places programme 2011/12 - 2016/17 -	The Council's statutory duty regarding sufficiency of school places and implementation of the identified need in the previously published school organisation plan. The report will set out each proposed new place project and outline the source of funding.	27 March 2012	Consultation with Governors and parents in areas where new schemes apply.	Report	Executive Member for Children's Services Comments by 26/02/2012 to Contact Officer: Pete Dudley, Assistant Director Children's Service Email: pete.dudley@centralbedfordshire.gov.uk Tel: 0300 300 4203
22.	Brewers Hill Road Sites, Dunstable Regeneration -	To adopt/endorse the plans for the Brewers Hill Road sites as a Supplementary Planning Document or endorsement as Interim Technical Guidance for Development Management Purposes.	15 May 2012	Statutory consultation procedure to be carried out in January/February 2012 using exhibitions, meetings, presentations and questionnaires.	Brewers Hill Road sites, Dunstable Planning and Development Brief	Deputy Leader and Executive Member for Corporate Resources, Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 14/04/12 to Contact Officer: Andy Lewis, Major Projects Officer or Peter Burt, MRICS, Head of Property Assets Email: peter.burt@centralbedfordshire.gov.uk Tel: 0300 300 5281 or andy.lewis@centralbedfordshire.gov.uk Tel: 0300 300 5526

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
23.	The Approach to Central Bedfordshire Council Parking -	To consider how Central Bedfordshire Council manage parking across the district, recognising the needs of shoppers businesses, residents and new developments.	15 May 2012	The Strategy has been through a full public consultation before coming back to the Executive for approval.	Report	Executive Member for Sustainable Communities - Services Comments by 14/04/2011 to Contact Officer: Basil Jackson, Assistant Director Highways & Transport Email: basil.jackson@centralbedfordshire.gov.uk Tel: 0300 300 6171
24.	Development Strategy -	The Development Strategy will set out the broad approach to new development across Central Bedfordshire to 2031, including new housing and employment targets and new large-scale development sites. The Executive will be requested to consider and agree the Central Bedfordshire Development Strategy for the purposes of Publication and subsequent Submission to the Secretary of State.)	6 November 2012	Consultation expected in May/June 2012, Member consideration through Development Strategy Task Force/Sustainable Communities Overview and Scrutiny Panel.	Draft Development Strategy (Pre-Submission version) Sustainability Appraisal Report of consultation and other technical/evidence reports	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 05/10/12 to Contact Officer: Richard Fox, Head of Development Planning and Housing Strategy Email: richard.fox@centralbedfordshire.gov.uk Tel: 0300 300 4105

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
NON KEY DECISIONS						
25.	Outcome of the Disability Review Children's Services -	A review of the non schools provision for disabled children is on going during September to December 2011. There may be need for structural changes which would form the content of an Executive report.	10 January 2012		Report	Executive Member for Children's Services Comments by 09/12/11 to Contact Officer: Catherine Parry, Assistant Director (Acting), Children's Services Operations Email: catherine.parry@centralbedfordshire.gov.uk Tel: 0300 300 6441
26.	Quarter 2 Performance Report -	To receive quarter 2 performance report.	10 January 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 09/12/11 to Contact Officer: Elaine Malarky, Head of Programmes & Performance Management Email: elaine.malarky@centralbedfordshire.gov.uk Tel: 0300 300 5517

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
27.	Delegation of Powers to Provide and Operate the Markets in Dunstable and Leighton Buzzard -	To consider delegating powers for the operation of the markets in Dunstable and Leighton Buzzard to the respective Town Council.	10 January 2012	Consultation will be carried out with the Ward Members for both Dunstable and Leighton Buzzard/Leighton Linslade, Dunstable Town Council and Leighton-Linslade Town Council.	Report Specification for Market Management Letters from the Town Council's	Deputy Leader and Executive Member for Corporate Resources Comments by 15/12/2011 to Contact Officer: Peter Fraser, Head of Partnerships & Community Engagement or Mark Woolsey, Managing Solicitor Email: peter.fraser@centralbedfordshire.gov.uk Tel: 0300 300 6740 or mark.woolsey@centralbedfordshire.gov.uk Tel: 0300 300 4025
28.	Scrap Metal -	To draw attention to the Private Members Bill before Parliament in January 2012 and to seek member support for changes in legislation relating to Scrap Metal Dealers registration.	10 January 2012		Report	Deputy Executive Members for Sustainable Communities - Services Comments by 15/12/2011 to Contact Officer: Susan Childerhouse, Head of Public Protection (North) Email: susan.childerhouse@centralbedfordshire.gov.uk Tel: 0300 300 4394

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
29.	Quarter 3 Performance Report -	To receive quarter 3 performance report.	27 March 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 26/02/12 to Contact Officer: Elaine Malarky, Head of Programmes & Performance Management Email: elaine.malarky@centralbedfordshire.gov.uk Tel: 0300 300 5517
30.	Quarter 4 Performance Report -	To receive quarter 4 performance report.	3 July 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 02/06/12 to Contact Officer: Elaine Malarky, Head of Programmes & Performance Management Email: elaine.malarky@centralbedfordshire.gov.uk Tel: 0300 300 5517

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