

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



please ask for Sandra Hobbs
direct line 0300 300 5257
date 21 June 2012

NOTICE OF MEETING

EXECUTIVE

Date & Time

Tuesday, 3 July 2012 at 9.30 a.m.

Venue

Council Chamber, Priory House, Monks Walk, Shefford

Richard Carr
Chief Executive

To: The Chairman and Members of the EXECUTIVE:

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

All other Members of the Council - on request

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

AGENDA

1. **Apologies for Absence**

To receive apologies for absence.

2. **Minutes**

To approve as a correct record, the Minutes of the meeting of the Executive held on 15 May 2012.

3. **Members' Interests**

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

(a) personal interests in any agenda item

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

4. **Chairman's Announcements**

To receive any matters of communication from the Chairman.

5. **Petitions**

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

6. **Public Participation**

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

7. **Forward Plan of Key Decisions**

To receive the Forward Plan of Key Decisions for the period 1 July 2012 to 30 June 2013.

Decisions

Item	Subject	Page Nos.
8.	Customer First Implementation Following detailed analysis of customer preferences, technical requirements and organisational capacity to change, the report proposes that the Council moves to implementation of a new service delivery model for Customer Service. Please note that Appendix A has previously been circulated to Executive Members. A copy is available at http://www.centralbedfordshire.gov.uk/modgov/ieListDocuments.aspx?CId=577&Mid=4049&Ver=4 or a hard copy can be obtained from Sandra Hobbs 0300 300 5257.	33 - 42
9.	Provisional Outturn 2011/12 The report provides information on the provisional outturn for 2011/12, subject to audit.	43 - 70
10.	Provisional Capital Outturn 2011/12 The report provides information on the provisional capital outturn for 2011/12, subject to audit.	71 - 90
11.	Towards Excellence in Adult Social Care To inform the Executive of the significant achievements made in Adult Social Care, and the subsequent sector wide recognition received from the Towards Excellence in Adult Social Care Board.	91 - 104
12.	Central Bedfordshire Council Private Housing Renewal Policy To adopt the revised Central Bedfordshire Council Housing Renewal Policy following consultation.	105 - 142
13.	Residual Waste and Recycling Treatment and Disposal Contracts This report seeks approval for expenditure for two new contracts to continue (1) the treatment and disposal of residual waste and (2) the treatment and disposal of recycling collected by Central Bedfordshire Council (CBC).	143 - 150

Monitoring Matters

Item	Subject	Page Nos.
14.	Quarter 4 Performance Report To report on Quarter 4 2011/12 performance for Central Bedfordshire Council's corporate performance indicator set.	151 - 162
15.	Exclusions of the Press and Public To consider whether to pass a resolution under section 100A of the Local Government Act 1972 to exclude the Press and Public from the meeting for the following item of business on the grounds that the consideration of the item is likely to involve the disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Act.	

Exempt Decisions

Item	Subject	Exempt Para.	Page Nos.
16.	Customer First Implementation To set out Appendix B to agenda item 8 'Customer First Implementation', the appointment of a technology partner for the Customer First Programme.	* 3	To follow

CENTRAL BEDFORDSHIRE COUNCIL

At a meeting of the **EXECUTIVE** held in the Council Chamber, Priory House, Monks Walk, Shefford on Tuesday, 15 May 2012.

PRESENT

Cllr J G Jamieson (Chairman)

Executive Members:	Cllrs	Mrs C Hegley B J Spurr Mrs P E Turner MBE	Cllrs	M A G Versallion J N Young
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Deputy Executive Members:	Cllrs	A D Brown I Dalgarno A L Dodwell	Cllrs	D J Hopkin B Wells R D Wenham
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Apologies for Absence:	Cllrs	M R Jones R C Stay	Cllrs	Mrs S Clark A M Turner
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Members in Attendance:	Cllrs	P N Aldis Mrs A Barker A R Bastable M C Blair D Bowater Mrs R J Drinkwater	Cllrs	P A Duckett Dr R Egan D McVicar J Murray B Saunders A Shadbolt
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Officers in Attendance	Mr J Atkinson	Head of Legal and Democratic Services
	Mr R Carr	Chief Executive
	Mr P Dudley	Assistant Director Children's Services (Learning & Strategic Commissioning)
	Mr A Fleming	Project Director - Business Services
	Mrs S Hobbs	Committee Services Officer
	Mr N Murley	Assistant Director Business & Performance
	Mr R Romans	Minerals and Waste Team Leader
	Mr C Warboys	Chief Finance Officer & Section 151 Officer

E/12/1 **Minutes**

RESOLVED

that the minutes of the meeting held on 27 March 2012 be confirmed as a correct record and signed by the Chairman.

E/12/2 **Members' Interests**

(a) **Personal Interests:-**

Councillor Mrs Hegley declared a personal interest in Agenda item 9 'Minerals and Waste Core Strategy' as she was the President of the Small-bore Rifle Club at Thorn Turn, Houghton Regis. She was present during the item.

Councillor Young declared a personal interest in Agenda item 15 'Disposal of Russell House and Clevedon, Dunstable Street, Ampthill and Downing View, 1-3 Loring Road, Dunstable' as he had a dialogue with an interested buyer for Russell House. He was present during the item.

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

None.

E/12/3 **Chairman's Announcements**

The Chairman commended the zoo training seminar that was held on 2nd and 3rd May 2012, hosted by Central Bedfordshire Council at Cranfield University.

E/12/4 **Petitions**

No petitions were received.

E/12/5 **Public Participation**

The following statement was received in accordance with the Public Participation Scheme:

1. Mr Allen

Mr Konstantinidis presented a statement on behalf of Mr Allen regarding the Council's public participation procedure, as set out in the Constitution.

The Chairman advised that Mr Allen's statement would be considered and was likely to be referred to the General Purposes Committee which had responsibility for oversight of the Constitution.

A further public question was asked under Agenda item 14 'Extension of Leisure Facilities Management Contracts in north Central Bedfordshire from 1 April 2013 until 30 September 2013 with an option to extend for up to a further 6 months until 31 March 2014'.

E/12/6 **Forward Plan of Key Decisions**

RESOLVED

that the draft Forward Plan of Key Decisions for the period 1 June 2012 to 31 May 2013 be noted.

E/12/7 **Medium Term Plan**

The Executive considered a report from the Leader and Deputy Leader and Executive Member for Corporate Resources that proposed the Medium Term Plan (MTP), which had been revised to take account of the outcome of consultation with key partners and the Overview and Scrutiny Committees.

Members noted that the educational attainment targets could only be delivered in conjunction with schools and other partners.

Reason for decision: To enable the Council to focus on residents' priorities over the next four years.

RECOMMENDED to Council

that the Medium Term Plan – Delivering Your Priorities at Appendix B to the report, be adopted in light of the outcome of the consultation process.

RESOLVED

to launch the Medium Term Plan to partners, staff and residents following its adoption by Council.

E/12/8 **Minerals and Waste Core Strategy**

The Executive considered a report from the Executive Member for Sustainable Communities – Strategic Planning and Economic Development that set out proposed 'Focussed Changes' to the Minerals and Waste Core Strategy. Members were requested to recommend to Council the approval of the Minerals and Waste Core Strategy and the 'Focused Changes' document for submission to the Secretary of State. Members noted that land at Thorn Turn, Houghton Regis had been allocated as a primary site and not a secondary site as originally intended.

Members commented that they were reluctant to support the importation of waste from other areas, excepting the legal requirement to accommodate waste imported for landfill from London.

Reason for decision: To enable the Council to progress the Minerals and Waste Local Development Framework policy documents without undue delay.

RESOLVED

1. **that the responses to the representations received on the consultation on soundness, as set out in Appendix A to the report, be approved; and**
2. **that the proposed Focussed Changes document be approved for public consultation, as set out in Appendix B to the report.**

RECOMMENDED to Council

that the Minerals and Waste Core Strategy (as amended by the Focused Changes) be approved and submitted to the Secretary of State for Examination.

E/12/9

Brewers Hill Road Opportunity Sites Planning and Development Brief

The Executive considered a report from the Executive Member for Sustainable Communities - Strategic Planning and Economic Development seeking the adoption of the Brewers Hill Road opportunity sites planning and development brief as technical guidance for development management. Members noted that this would guide and attract regeneration of the sites and would enable the land in question to provide a range of improved facilities and employment opportunities for Dunstable.

Reason for decision: To enable the Council to regenerate these sites to provide a range of uses which would create a number of employment opportunities together with enhanced services in this part of Dunstable for current and future residents and businesses.

RESOLVED

that the Planning and Development Brief for the Brewers Hill Road sites in Dunstable be endorsed as Technical Guidance for Development Management purposes.

E/12/10

Passenger Transport Framework Agreement

The Executive considered a report from the Executive Member for Sustainable Communities – Services seeking endorsement for the establishment of a Framework Agreement which facilitated the procurement of home-to-school transport, social care transport and supported public, local and community transport services.

The Executive Member for Sustainable Communities – Services moved a revised recommendation 2, which was duly seconded:-

“to grant delegated powers to the Director of Sustainable Communities to award contracts called-off from the Framework Agreement on a case-by-case basis subject to consultation with the Executive Member for Sustainable Communities – Services in any case where the contract value exceeds £200,000 and also with the Deputy Leader and Executive Member for Corporate Resources where the value of the contract exceeds £500,000.”

Reason for decision: To provide a more flexible and efficient approach to procuring passenger transport services and in order to allow call-off contracts to be awarded within tight time constraints.

RESOLVED

- 1. that the establishment of a Framework Agreement be endorsed; and**
- 2. to grant delegated powers to the Director of Sustainable Communities to award contracts called-off from the Framework Agreement on a case-by-case basis subject to consultation with the Executive Member for Sustainable Communities – Services in any case where the contract value exceeds £200,000 and also with the Deputy Leader and Executive Member for Corporate Resources where the value of the contract exceeds £500,000.**

E/12/11

Empty Homes Strategy Review of Performance

The Executive considered a report from the Executive Member for Social Care, Health and Housing setting out the latest performance in tackling empty homes in Central Bedfordshire and seeking approval for the commencement of enforcement action for high priority empty homes.

The Executive Member for Social Care, Health and Housing moved the following revised recommendations, which was duly seconded:-

- “3. to authorise the Executive Member for Social Care, Health and Housing to encourage the return to use of buildings that were vacant and in public sector ownership; initiating dialogue with owners to establish an approach that makes best use of the asset; and
4. to approve in principle the development of an enforcement approach which could include the Council’s wider powers such as Compulsory Purchase Orders, to encourage empty properties return to use.”

The Executive Member agreed to produce a briefing note for the Social Care, Health and Housing Overview and Scrutiny Committee on Compulsory Purchase Orders (CPOs). CPOs would only be used once all other options for bringing an empty property back into use had been exhausted.

Reason for decision: To enable the Council to progress further enforcement action in respect of the highest priority empty homes that were blighting neighbourhoods.

RESOLVED

1. **that the achievements to date in respect of empty homes since April 2009, including the additional revenue the Council is likely to receive, be noted;**
2. **that the commencement of further high level enforcement action in respect of the properties identified in Appendix B to the report be approved; and**
3. **to authorise the Executive Member for Social Care, Health and Housing to encourage the return to use of buildings that were vacant and in public sector ownership; initiating dialogue with owners to establish an approach that makes best use of the asset; and**
4. **that the development of an enforcement approach which could include the Council's wider powers such as Compulsory Purchase Orders, to encourage empty properties return to use be approved in principle.**

E/12/12

Capital Expenditure Slippage from 2011/12 to 2012/13

The Executive considered a report that sought authority to carry forward capital expenditure planned for 2011/12 into the 2012/13 Capital Programme.

The Chairman moved the following revised recommendations, which was duly seconded:-

- “1. a total of £20.518M (subject to confirmation of the final figure at the Council meeting) of capital expenditure included in the Council's approved Capital Programme be carried forward from the financial year 2011/12 to 2012/13; and
2. the Council's Code of Financial Governance be amended to allow the Executive to approve transfers to expenditure from one financial year to another in order to manage slippage in expenditure on the approved Capital Programme and that the Council's Constitution be updated to record this change.”

Reason for decision: To enable the Executive to recommend to Council the transfer of capital expenditure between the financial years 2011/12 to 2012/13.

RECOMMENDED to Council

1. ***a total of £20.518M (subject to confirmation of the final figure at the Council meeting) of capital expenditure included in the Council's approved Capital Programme be carried forward from the financial year 2011/12 to 2012/13; and***
2. ***the Council's Code of Financial Governance be amended to allow the Executive to approve transfers to expenditure from one financial year to another in order to manage slippage in expenditure on the approved Capital Programme and that the Council's Constitution be updated to record this change.***

E/12/13

Extension of Leisure Facilities Management Contracts in North Central Bedfordshire

The Executive considered a report from the Executive Member for Sustainable Communities – Services that set out proposals to extend the leisure facilities management contracts in the north of Central Bedfordshire to run from 1 April 2013 to 30 September 2013 with an option to extend for up to a further 6 months until 31 March 2014. These contracts would cover the Sandy Sport and Community Centre, Saxon Pool and Leisure Centre, Biggleswade and Flitwick Leisure Centre.

In accordance with the provisions of the Council's Public Participation Procedure, the Chairman invited the member of the public who had registered to speak on this item to address the Executive:

- Mr Konstantinidis spoke with regard to Sandy Sport and Community Centre and his concerns about the extension of the contract and the associated financial implications.

The Executive Member and Deputy Executive Member for Sustainable Communities – Services responded and confirmed that a written response would be provided.

Reason for decision: To enable the facilities part of the Leisure Strategy to be developed and for the Council to use that information to consider its priorities for investment. In turn, its investment priorities would inform the specification of the leisure facility management contract to be procured in 2013.

RESOLVED

1. **that the proposal to extend the contract with Stevenage Leisure Limited for the operation of the leisure facilities in the north of the area from 1 April 2013 until 30 September 2013 be approved with an option to extend for up to a further 6 months until 31 March 2014; and**

- 2. **that the Council’s Procurement Procedure Rules be waived to allow the contract to be extended on the ground that a change of supplier would cause disproportionate technical difficulties, diseconomies of scale or significant disruption to Council services.**

E/12/14

Disposal of Russell House and Clevedon, Dunstable Street, Ampthill, and Downing View, 1-3 Loring Road, Dunstable

The Executive considered a report from the Executive Member for Corporate Resources seeking consent to dispose of Russell House, Clevedon and Downing View.

Members noted that the Planning Officer had indicated that there would be no objection in principle to residential/care home development at Russell House and Clevedon, subject to retention of the main Victorian building and detailed design to meet the local planning constraints.

The Executive was keen that the development of these sites should be expedited, following their disposal.

Reason for decision: To dispose of surplus properties to provide a capital receipt for the Council and to remove the overheads being incurred while the properties remained vacant.

RESOLVED

- 1. **that the Council disposes of Russell House, Clevedon and Downing View, offering them to the market on a formal tender basis;**
- 2. **that delegated powers be given to the Project Director, Business Services and the Deputy Leader and Executive Member for Corporate Resources to accept the best offers following close of formal tender, provided those offers are in excess of the current disposal plan valuations; and**
- 3. **that a turn clause be included in the contract as a condition of sale.**

(Note: The meeting commenced at 9.30 a.m. and concluded at 10.54 a.m.)

Chairman

Dated

**Central Bedfordshire Council
Forward Plan of Key Decisions
1 July 2012 to 30 June 2013**

- 1) During the period from **1 July 2012 to 30 June 2013**, Central Bedfordshire Council plans to make key decisions on the issues set out below. “Key decisions” relate to those decisions of the Executive which are likely:
- to result in the incurring of expenditure which is, or the making of savings which are, significant (namely £200,000 or above per annum) having regard to the budget for the service or function to which the decision relates; or
 - to be significant in terms of their effects on communities living or working in an area comprising one or more wards in the area of Central Bedfordshire.
- 2) The Forward Plan is a general guide to the key decisions to be determined by the Executive and will be updated on a monthly basis. Key decisions will be taken by the Executive as a whole. The Members of the Executive are:

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

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

Meeting Date	Publication of Agenda
15 May 2012	3 May 2012
3 July 2012	21 June 2012
21 August 2012	9 August 2012
2 October 2012	20 September 2012
6 November 2012	25 October 2012
4 December 2012	22 November 2012
8 January 2013	20 December 2012
5 February 2013	24 January 2013
19 March 2013	7 March 2013
7 May 2013	25 April 2013
25 June 2013	13 June 2013

Central Bedfordshire Council

Forward Plan of Key Decisions for the period 1 July 2012 to 30 June 2013

Key Decisions

Date of Publication: 15 June 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.	Capital Investment for the Customer First Programme -	To approve the Capital Investment for the 'Construct and Implementation' phase of the Customer First Programme.	3 July 2012		Full Business Case for the Channel Shift Programme	Deputy Leader and Executive Member for Corporate Resources Comments by 02/06/12 to Contact Officer: Trisha Chapman, Programme Manager Email: trisha.chapman@centralbedfordshire.gov.uk Tel: 0300 300 4657
2.	Revenue and Capital Provisional Outturn 2011/12 -	To consider the revenue and capital provisional outturn for 2011/12.	3 July 2012		Reports	Deputy Leader and Executive Member for Corporate Resources Comments by 02/06/12 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
3.	Social Care, Health and Housing Recovery Programme -	To advise the Executive of the successful completion of the adult social care recovery programme.	3 July 2012		Report Correspondence received from the Towards Excellence in Adult Social Care Board	Executive Member for Social Care, Health and Housing Comments by 02/06/12 to Contact Officer: Jackie Woods, Service Development Team Leader Email: jackie.woods@centralbedfordshire.gov.uk Tel: 0300 300 5655
4.	Central Bedfordshire Council Private Housing Renewal Policy -	To adopt the revised Central Bedfordshire Council Housing Renewal Policy following consultation.	3 July 2012	Social Care, Health and Housing Overview and Scrutiny Committee on 18 June 2012. The draft policy was consulted upon as follows: Central Bedfordshire Council Members – through the Members Information Bulletin. Parish Councils in Central Bedfordshire. An initial invitation was followed by a reminder in early February 2012. Warm Homes Healthy People Scheme partners (including Disability Resource Centre, Age UK, Older Persons Reference Group and NHS. Presentation to Landlords' Forum. Central Bedfordshire Council website consultation pages. Presentation to Healthy Communities and Older People Partnership Board.	Report Draft Private Sector Housing Renewal Policy	Executive Member for Social Care, Health and Housing Comments by 02/06/2012 to Contact Officer by: Nick Costin, Head of Private Sector Housing Email: nick.costin@centralbedfordshire.gov.uk Tel: 0300 300 5219

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)
5.	The Approach to Central Bedfordshire Council Parking -	To consider how Central Bedfordshire Council manage parking across the district, recognising the needs of shoppers businesses, residents and new developments.	21 August 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 20/07/12 to Contact Officer: Basil Jackson, Assistant Director Highways & Transport Email: basil.jackson@centralbedfordshire.gov.uk Tel: 0300 300 6171
6.	Budget Strategy and Update on the Medium Term Financial Plan -	To receive the budget strategy and update on the Medium Term Financial Plan.	21 August 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 20/07/12 to Contact Officer: Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
7.	Development Brief for Site Allocations Policy MA5 - Land East of Biggleswade Road, Potton -	To adopt the Development Brief for Site Allocations Policy MA5 - land east of Biggleswade Road, Potton as technical guidance for development management purposes.	21 August 2012	<p>November 2011 – A Stakeholder Group comprising ward Members, Town Councillors, residents, local interest groups and developers has been established whose purpose is to inform the emerging Development Brief. In accordance with the signed Planning Performance Agreement, consultation will take place:-</p> <p>April 2012 – The Development Brief will require sign off by Director/Portfolio Holder in order to commence consultation. Members will also be notified.</p> <p>April/May 2012 – A four week public consultation exercise will be carried out that will include a public exhibition.</p> <p>July 2012 – A presentation on the Development Brief (together with consultation responses) will be given to the Sustainable Communities Overview and Scrutiny Committee seeking Members to endorse it before the Executive take a decision.</p>	Development Brief and Statement of Community Involvement	<p>Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 20/07/12 to Contact Officer: Mark Saccoccio, Local Planning and Housing Team Leader Email: mark.saccoccio@centralbedfordshire.gov.uk Tel: 0300 300 5510</p>

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
8.	Announced Inspection of Safeguarding and Looked After Children's Services -	To consider the response to the Ofsted Inspection which took place between 20 February and 3 March 2012 and the improvement strategy.	21 August 2012	Key strategic partners and agencies involved in developing the action plan between 23 April and 25 May 2012.	Ofsted inspection report published 10 April 2012	Executive Member for Children's Services Comments by 20/07/12 to Contact Officer: Sylvia Gibson, Health & Special Projects Co-ordinator Email: sylvia.gibson@centralbedfordshire.gov.uk Tel: 0300 300 5522
9.	Local Lettings Policy to Rural Exception Sites in Central Bedfordshire -	To agree the Local Lettings Policy to allocate affordable housing to Rural Exception Sites in Central Bedfordshire.	21 August 2012		Report	Executive Member for Social Care, Health and Housing Comments by 20/07/12 to Contact Officer: Hamid Khan, Head of Housing Needs Email: hamid.khan@centralbedfordshire.gov.uk Tel: 0300 300 5369
10.	Revenue and Capital Quarter 1 Budget Monitor Reports -	To consider the quarter 1 revenue and capital budget monitor reports.	21 August 2012		Reports	Deputy Leader and Executive Member for Corporate Resources Comments by 20/07/12 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
11.	Future of Crescent Court Sheltered Housing Scheme, Toddington -	To consider the results of the feasibility studies and consider a recommended way forward in relation to the development and the funding arrangements.	21 August 2012		Report	Executive Member for Social Care, Health and Housing Comments by 20/07/12 to Contact Officer: Sue Marsh, Housing Services Manager Email: sue.marsh@centralbedfordshire.gov.uk Tel: 0300 300 5662
12.	Determination of Statutory Proposals to Expand Shefford Lower, Fairfield Lower and the Leighton Buzzard Lower School -	Determination of statutory proposals to expand Shefford Lower, Fairfield Lower and the Leighton Buzzard Lower School as recommended to the Council's Executive on 27 March 2012 as the provider of lower school places on the new site known as Pratts Quarry.	21 August 2012	<ul style="list-style-type: none"> • The Local MP • Local Diocese Representatives • The Director of Children's Services, Luton Borough Council • The School Organisation Unit of the DfE • The Head teachers of all CBC schools and academies – via our publication 'Central Essentials' • All CBC ward members – via the CBC Members Information Bulletin <p>Statutory consultation period will be 11 June to 9 July.</p>	Report on the outcome of the statutory consultation on the proposals as originally reported to the Executive on 27 March 2012	Executive Member for Children's Services Comments by 20/07/12 to Contact Officer: Pete Dudley, Assistant Director Children's Services (Learning & Strategic Commissioning) Email: pete.dudley@centralbedfordshire.gov.uk Tel: 0300 300 4203

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
13.	Statement of Community Involvement -	To adopt the Statement of Community Involvement.	2 October 2012	Statutory consultation carried out in May/June 2012. Member consideration through the Sustainable Communities Overview and Scrutiny Committee.	Statement of Community Involvement Report of Consultation Responses	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 01/09/12 to Contact Officer: Richard Fox, Head of Development Planning and Housing Strategy Email: richard.fox@centralbedfordshire.gov.uk Tel: 0300 300 4105

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
14.	Woodside Connection -	The Woodside Connection is a key piece of infrastructure without which the proposed growth development east and north of Houghton Regis cannot go ahead. The scheme has now reached the point where the council will need to apply for planning permission to take it forward. Executive is being asked to agree to consult on this scheme prior to a planning application being made to the National Infrastructure Plan and to consider other matters relating to the scheme.	2 October 2012		Report	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 04/09/12 to Contact Officer: Paul Cook, Head of Transport Strategy and Countryside Access Email: paul.cook@centralbedfordshire.gov.uk Tel: 0300 300 6244

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.	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 recommend to Council the Central Bedfordshire Development Strategy for the purposes of Publication and subsequent Submission to the Secretary of State.	6 November 2012	Consultation expected in May/June 2012, Member consideration through the Sustainable Communities Overview and Scrutiny Committee.	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
16.	Outdoor Access Improvement Plan -	To endorse the Outdoor Access Improvement Plan.	6 November 2012	The Central Bedfordshire and Luton Local Access Forum has established a sub group input into the development of the plan this will be followed by a full 13 week public consultation with both stakeholder and public engagement activities during period.	Report	Executive Member for Sustainable Communities - Services Comments by 05/10/12 to Contact Officer: Paul Cook, Head of Transport Strategy and Countryside Access Email: paul.cook@centralbedfordshire.gov.uk Tel: 0300 300 6999

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
17.	Award of Kitchen and Bathroom Refurbishment Contract 2013 to 2016 to Council Housing Properties -	To award the preferred contractor for this service.	6 November 2012		Report on tenders	Executive Member for Social Care, Health and Housing Comments by 04/10/12 to Contact Officers: Ian Johnson, Housing Asset Manager and/or Basil Quinn, Housing Asset Manager Performance Email: ian.johnson@centralbedfordshire.gov.uk and/or basil.quinn@centralbedfordshire.gov.uk Tel: 0300 300 5202 and/or 0300 300 5118
18.	Revenue and Capital Quarter 2 Budget Monitor Reports -	To consider the revenue and capital quarter 2 budget monitor reports.	4 December 2012		Reports	Deputy Leader and Executive Member for Corporate Resources Comments by 03/11/12 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147

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.	Community Safety Partnership Plan and Priorities 2013 - 2014 -	To recommend to Council to approve the Community Safety Partnership Plan and Priorities 2013 - 2014	8 January 2013	Strategic Assessment & Partnership Plan will be considered by the Community Safety Partnership Executive, the relevant Overview and Scrutiny Committee and the Local Strategic Partnership.	Strategic Assessment Priorities & Community Safety Partnership Plan 2013-2014	Executive Member for Sustainable Communities - Services Comments by 07/12/12 to Contact Officer: Joy Craven, CSP Manager Email: joy.craven@centralbedfordshire.gov.uk Tel: 0300 300 4649
20.	Treasury Management Policy and the Treasury Management Strategy -	To recommend to Council the adoption of the Treasury Management Policy and the Treasury Management Strategy.	8 January 2013		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 07/12/12 to Contact Officer: Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147
21.	Leisure Facility Strategy -	To adopt the Leisure Facility Strategy.	8 January 2013	Communication and Consultation Plan identifies stakeholders and methods of consultation at key stages. Consultation on emerging issues April 2012. Consultation on issues and options October – December 2012.	Leisure Facility Strategy	Executive Member for Sustainable Communities - Services Comments by 07/12/12 to Contact Officer: Jill Dickinson, Head of Leisure Services Email: jill.dickinson@centralbedfordshire.gov.uk Tel: 0300 300 4258

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
22.	Budget 2013/14 -	To recommend to Council the proposed budget for 2013/14: <ul style="list-style-type: none"> • Revenue budget • Capital budget • Fees and Charges 	5 February 2013		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 04/01/13 to Contact Officer: Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147
23.	Housing Revenue Account 2013/14 -	To recommend to Council the Housing Revenue Account budget 2013/14 for approval.	5 February 2013		Report	Deputy Leader and Executive Member for Corporate Resources, Director of Social Care, Health and Housing Comments by 04/01/13 to Contact Officer: Chief Finance Officer and/or Tony Keaveney, Assistant Director Housing Services Email: charles.warboys@centralbedfordshire.gov.uk and/or tony.keaveney@centralbedfordshire.gov.uk Tel: 0300 300 6147 or 0300 300 5210

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
24.	Revenue and Capital Quarter 3 Budget Monitor Reports -	To consider the revenue and capital quarter 3 budget monitor reports.	19 March 2013		Reports	Deputy Leader and Executive Member for Corporate Resources Comments by 18/02/13 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147
25.	Community Infrastructure Levy -	To approve the consultation process for the Community Infrastructure Levy document.	19 March 2013		Report	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 18/02/13 to Contact Officer: Mark Saccoccio, Local Planning and Housing Team Leader Email: mark.saccoccio@centralbedfordshire.gov.uk Email: 0300 300 5510

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
26.	Broadband Contract Letting -	To award the letting of the Broadband Contract.	19 March 2013		Report	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 18/02/12 to Contact Officer: James Cushing, Economic Policy Manager Email: james.cushing@centralbedfordshire.gov.uk Tel: 0300 300 4984
27.	Revenue and Capital Provisional Outturn 2012/13 -	To consider the revenue and capital provisional outturn 2012/13.	25 June 2013		Reports	Deputy Leader and Executive Member for Corporate Resources Comments by 24/05/13 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)
NON KEY DECISIONS						
28.	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
29.	Residual Waste and Recycling Treatment and Disposal Contracts -	To approve spend on the treatment and disposal of: 1) residual waste for the interim period between 1 October 2012 and commencement of the Bedfordshire Energy and Recycling (BEaR) Project solution; and 2) recycling for 5 year contract from 14 January 2013. Estimated total contract value £4.425m including landfill tax.	3 July 2012		Report	Executive Member for Sustainable Communities - Services Comments by 18/06/12 to Contact Officer: Tracey Harris, Head of Waste Services Email: tracey.harris2@centralbedfordshire.gov.uk Tel: 0300 300 4646

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)
30.	Localisation of Council Tax Support -	To consider the localisation of Council Tax support.	21 August 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 20/07/12 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147
31.	Quarter 1 Performance Report -	To consider the quarter 1 performance report.	21 August 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 20/07/12 to Contact Officer: Elaine Malarky, Head of Programmes & Performance Management Email: elaine.malarky@centralbedfordshire.gov.uk Tel: 0300 300 5517
32.	Budget Consultation Policy -	To consider the budget consultation policy.	6 November 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 05/10/12 to Contact Officer: Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
33.	Quarter 2 Performance Report -	To consider quarter 2 performance report.	4 December 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 03/11/12 to Contact Officer: Elaine Malarky, Head of Programmes & Performance Management Email: elaine.malarky@centralbedfordshire.gov.uk Tel: 0300 300 5517
34.	Draft Revenue Budget 2013/14 -	To consider the first draft of the revenue budget for 2013/14.	4 December 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 03/11/12 to Contact Officer: Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147
35.	Quarter 3 Performance Report -	To consider quarter 3 performance report.	19 March 2013		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 18/02/13 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 2012/13 the Forward Plan will be published on the fifteenth day of each month or, where the fifteenth day is not a working day, the working day immediately proceeding the fifteenth day, or in February 2013 when the plan will be published on the fourteenth day:

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

Meeting: Executive
Date: 3 July 2012
Subject: Customer First Implementation
Report of: Cllr Maurice Jones, Executive Member for Corporate Resources
Summary: Following detailed analysis of customer preferences, technical requirements and organisational capacity to change, the report proposes that the Council moves to implementation of a new service delivery model for Customer Service.

Advising Officer: Deb Clarke, Assistant Chief Executive
Contact Officer: Jonathan Drea, Customer First Programme Delivery Manager
Public/Exempt: Public
Appendix B is exempt under category number 3, information relating to the financial or business affairs of the Council
Wards Affected: All
Function of: Executive
Key Decision Yes

CORPORATE IMPLICATIONS

Council Priorities:

Customer First is as a key programme that enables the Council to meet its ambitions for customer service, as expressed within the medium term plan, Delivering your Priorities.

Customer First is a cross cutting programme which will build the capacity of the entire Council to serve customers more effectively and efficiently. As such it supports all of the priorities identified in the plan. The programme will allow the Council to deliver savings through effective use of technology.

Financial:

1. The programme requires capital investment of £1.689m in 2012/13. This is provided for in the existing capital programme.
2. From 2013/14 the programme will make a net revenue saving for the Council of more than £600k a year. Further savings will be identified. We will run a second design phase in parallel to the implementation phase in order to identify these.

Legal:

3. There are no legal implications related to the progression of the project from its detailed design phase through to implementation other than those related to employment law, as identified in the section of this report on staffing implications.

Risk Management:

4. Risks associated with the project will be managed using guidance in the CBC risk management methodology.

Staffing (including Trades Unions):

5. During the detailed design phase of the programme, it has been established that the implementation of a new customer service delivery model will allow the Council to reconfigure a number of services, resulting in a reduction of posts. The level of reduction is currently estimated to be approximately thirty five. Informal consultation with affected staff and Trade Unions has commenced and, subject to Executive decision making, a full consultation exercise will be managed as a critical element of the implementation programme. This will be conducted in line with the Council's Managing Change policy and will ensure that the authority's statutory responsibilities under employment law are met.

Equalities/Human Rights:

6. A full equality impact assessment has been conducted to ensure that the project supports the Council's legal duty to eliminate unlawful discrimination harassment and victimisation and other conduct prohibited by the Act, advance equality of opportunity between people who share a protected characteristic and people who do not share it and foster good relations between people who share a protected characteristic and people who do not share it.
7. During the detailed design stage of the project, extensive consultation has been undertaken with customers, through discussion groups and a telephone survey with 1,000 customers, representative of the population of Central Bedfordshire.

Feedback to this consultation has been used to update the equality impact assessment which will continue to be monitored as the programme moves into its implementation phase, to ensure that the project continues to support our legal duties.

Public Health:

8. There are no immediate implications for public health associated with the next phase of the Customer First. This proposes an initial reconfiguration of fifteen services which will be accessible to customers on line or via the contact centre. However, the improvements to the website that implementation of the programme will create, will make if possible for other services provided by the Council to be accessible to customers on line in future. Such services could include those provided by public health.

Community Safety:

9. There are no immediate implications for community safety associated with the next phase of the Customer First. This proposes an initial reconfiguration of fifteen services which will be accessible to customers on line or via the contact centre. However, the improvements to the website that implementation of the programme will create, will make if possible for other services provided by the Council to be accessible to customers on line in future. Such services could include those related to community safety.

Sustainability:

10. A benefit of enabling customers to self serve through end to end processes is to reduce the amount of paper and printing.

Procurement:

11. The detailed design phase of the project has included a thorough assessment of the Council's technical infrastructure and its ability to deliver the functionality required to enable customers to contact us in new ways. This assessment has demonstrated that the Council requires additional technology and external expertise in order to implement it. The costs of this are specified in the Implementation Strategy and Plan and outlined in the Procurement section of this report at paragraph 26.

Overview and Scrutiny:

12. The Channel Shift strategy, on which the Customer First Programme has been developed, was considered by Customer and Shared Services Overview and Scrutiny Committee in advance of Executive decision making in November 2011. The Implementation Strategy and Plan has also been subject to consideration at the meeting of Corporate Resources Overview and Scrutiny Committee on 19 June 2012.

RECOMMENDATIONS:

The Executive is asked to:

- 1. endorse the Customer First Implementation Strategy and Plan;**
- 2. approve the appointment of a technology partner for the programme, as set out in the exempt Appendix B to this report;**
- 3. draw down funding of £1.689m from the Capital Budget;**
- 4. approve the extension of the contract for the delivery partner, following a gateway review, on a risk and reward basis; and**
- 5. endorse a second design phase aimed at bringing further services forward for improvement and savings.**

<i>Reason for Recommendations:</i>	<i>So that the Council is able to deliver transformed Customer Services through the channels that our customers want and in the most cost effective way possible.</i>
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Executive Summary

13. Within our Medium Term Plan, Central Bedfordshire Council has committed to focus on customer experience and to ensure that this is delivered seamlessly.
14. Customer First is the programme that will turn this commitment into a reality by creating a new model of customer service that will give a first class experience to our residents, enabling them to interact with the council conveniently, simply and quickly.
15. The programme has been designed through rigorous analysis and informed by robust evidence about how we currently operate, what our customers and staff want, what technology we require, the costs and benefits of change.
16. This analysis is detailed in a comprehensive Implementation Strategy and Plan, attached at Appendix A.
17. Members of the Executive are invited to consider and endorse this plan in order that the Council can implement the programme that will both deliver improvements for our customers (the majority of whom have expressed a preference to be able self serve via our website) and unlock revenue savings of over £600k a year from 2013/14 onwards.

Looking to the future, the programme will create a website that will be capable of making many more of the 300 plus services provided by the Council available on line, yielding more savings in the years ahead.

Background

18. Customer First is a programme that will create a new model of customer service that will give a first class experience to our residents, enabling them to interact with the council conveniently, simply and quickly.

The programme has its roots in the Channel Shift Strategy that was considered by Executive in November 2011. This strategy was predicated on two key objectives:

- a. To improve the customer experience whilst interacting with Central Bedfordshire Council. Moving services online to make self-service easy for those who are able to access and use the internet. Integration of front and back office processes to ensure that customer enquiries can be resolved at their first point of contact, through the lowest cost channel.
- b. To unlock the financial benefits that can be gained through avoiding unnecessary contact with customers or, where appropriate, enabling customers to interact with CBC through our website.

The strategy was supported by an outline business case and the Executive endorsed a proposal to develop the programme through three phases of activity.

- a. The first, concluded in November, was to develop an outline strategy and business case.
- b. The second, reported to Executive now, was to enter into a detailed design phase which would fully investigate the viability of the strategy through analysis of customer preferences, staff experience, technical capacity and cost benefit analysis. This would inform a plan for implementation, incorporating a revised business case and a benefits realisation plan.
- c. The third phase will be the construction and implementation of the new model.

Customer Feedback

19. The outline strategy and business case made an assumption about demand for online services. It was assumed that pent up demand existed for online Council services.

An important part of the full business case was to test this assumption, and gain a real understanding of what residents of Central Bedfordshire really want. In order to do this we undertook a large scale piece of primary research. We carried out six focus groups to get a high level view of our residents' internet habits, and attitudes towards our services. This was followed up by a thousand telephone surveys, targeted specifically to give a representative sample of our population. We also carried out in depth surveys with planning agents – who make up a large part of the Planning service customer base.

20. The purpose of the primary research was to give us a strong evidence base on which to build the programme. We now know that there is real demand for service. We have an understanding of, by each individual service, what proportion of our customers will transact with us online. We know that most of our customers have the tools to self serve, and a significant proportion of them are currently waiting for us to develop this opportunity for them.

Technical Capability

21. In order to enable customers to do business with the Council online, our website will need to be capable of offering its users the opportunity to book services, make payments, report issues, make applications and track progress on their enquiries or service requests.

An assessment of our current ICT infrastructure against these core functions was conducted during the detailed design phase of the programme.

This exercise revealed that the Council currently lacks the majority of this functionality and that it is critical to enable it to enhance the website and offer self service.

Crucially, the Council requires systems that will offer users secure access to a site which will recognise them as a returning customer. Equally, the variety of discrete back office systems that are used to support individual services need to be technically capable of interacting with each other and with the website itself so that customer requests can be fully resolved through automated processes.

In order to build the website we need, we therefore need to procure new technology and this has been built into the implementation strategy and plan.

Current Ways of Working

22. A key part of preparing the implementation plan has been analysis of how customer contact is currently handled. In order to produce a robust business case we undertook a series of workshops with staff from across the in scope services. We started with high level design workshops – which identified a vision of how the service team members would like to interact with their customers. The workshops also identified the existing ‘as is’ processes for the services. These were followed up by detailed design workshops which mapped the processes needed to meet the services vision.
23. The workshops revealed a number of interesting points. Our teams often have to work with archaic and inconsistent processes – often because they do not have the ICT they require. There is a lot of double handling and duplication in the back office because of this. This is frustrating for our staff and for our customers. Importantly, there is a real desire to change this. Within our services there is a clear vision for a modern Council, with a real focus on what the customer wants.

A New Customer Service Model

24. The proposed future model for customer services is predicated on the following principles:
- (a) Services will be accessible on line to enable **self service** for those who would prefer to interact with us in this way.
 - (b) Services will continue to be accessible via **telephone**, managed through our corporately managed contact centre with automated technology (voice recognition) to smooth access and reduce wait times.
 - (c) Services will continue to be accessible through **face to face** contact, provided by a number of customer service centres. These will be provided in the most cost effective way possible.
 - (d) Customer management will only be handled in the back office functions of our services only where other approaches are not appropriate.

Based on these principles, plans have been developed to reconfigure customer management in the fifteen initial services in scope.

Costs and Benefits

25. The programme is predicated on making capital investment to reduce the Council's revenue budget. A breakdown of these costs is contained in the table below.

Expenditure Type	2012/13 £M
Capital Costs:	
<i>ICT - Software, Hardware & Supplier Costs</i>	-0.780
<i>ICT - Staff Costs</i>	-0.274
<i>Contingency</i>	-0.105
<i>Programme Team</i>	-0.261
<i>Professional Fees</i>	-0.270
Total Gross Capital Costs	-1.689

The investment will outweigh the benefits in year 1 of the programme. However, the programme will begin to payback in year 2, and has a payback period of 3.2 years. From 2012/13 onwards the programme will have a positive net impact of over £600k a year. Further details are contained within Appendix A.

Procurement

26. To enable the implementation plan to be progressed, it will be necessary to procure external services and expertise.
27. Following a competitive tendering exercise, the Council procured the professional services of PWC, who have experience of implementing similar change programmes for a number of authorities. PWC has worked with in-house officers in conducting the detailed design and developing the implementation strategy and plan.

It is our intention to continue PWC's involvement beyond the detailed design phase of the programme, and into the implementation phase. Our existing contract gives us the flexibility to do this because we tendered it on that basis. However engaging PWC for the next phase requires Executive approval, hence the recommendation. The PWC contract has been let on a risk and reward basis. This means that their fee is directly dependant upon the Council achieving the required level of benefits.

28. Following the review of our current technical infrastructure, a detailed specification has been developed for the Council to procure appropriate information and technology solutions to enable Customer First. This specification has now been put out to tender, using a framework contract. The results of this tender are contained at Appendix B. Recommendation 3 is for the Executive to approve the appointment of this tenderer. The contract will mobilise shortly after the Executive. This will enable us to commence work in early July, and complete by the end of the financial year.

Conclusions

29. Undertaking the detailed design phase of this programme has been invaluable in shaping our implementation plan.
30. The Council now has comprehensive evidence about the propensity of its customers to use new on line services and can feel confident that this programme will meet the changing needs of our residents.
31. Analysis of our technology, combined with a clear vision about how we want the future online experience of customers to be has shaped a tender that will enable us to build the website and technical infrastructure we will need.
32. Active engagement of our staff in services across the Council has allowed us to develop plans for future service delivery that are robust and deliverable.

33. Finally, the business case analysis for the migration of the initial fifteen services demonstrates a return on investment. By building this new platform, the Council is creating the opportunity to increase benefits further by making it possible for many more high volume and high value services to be made available for self service in the next stage of development.

Appendices:

Appendix A –Customer First Programme – Implementation Strategy and Plan - **Please note that Appendix A has previously been circulated to Executive Members. A copy is available at**

<http://www.centralbedfordshire.gov.uk/modgov/ieListDocuments.aspx?CId=577&MId=4049&Ver=4> or a hard copy can be obtained from Sandra Hobbs 0300 300 5257.

Appendix B – Exempt - Appointment of a Technology Partner for the Programme (to follow)

Background Papers: (open to public inspection)
Papers relating to the Customer First Programme

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Meeting: Executive
Date: 3 July 2012
Subject: Provisional Outturn 2011/12
Report of: Councillor Maurice Jones, Deputy Leader and Executive Member for Corporate Resources

Summary:

Advising Officer: Charles Warboys, Chief Finance Officer
Contact Officer: Charles Warboys, Chief Finance Officer
Public/Exempt: Public
Wards Affected: All
Function of: Executive
Key Decision: Yes
Reason for urgency/
exemption from call-in
(if appropriate): Not applicable.

CORPORATE IMPLICATIONS

Council Priorities:

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

Financial:

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

Legal:

2. None.

Risk Management:

3. None.

Staffing (including Trades Unions):

4. Any staffing reductions will be carried out in accordance with the Council's Managing Change Policy and in consultation with the Trades Unions.

Equalities/Human Rights:

5. Equality Impact Assessments were undertaken prior to the allocation of the 2011/12 budgets and each Directorate was advised of significant equality implications relating to their budget proposals.

Public Health:

6. None.

Community Safety:

7. None.

Sustainability:

8. None.

Procurement:

9. None.

Overview and Scrutiny:

10. The provisional outturn 2011/12 will be considered by the Corporate Resources Overview and Scrutiny Committee on 31 July 2012.

RECOMMENDATIONS:

The Executive is asked to:

1. **note the outturn position which is an under spend of £0.494M, representing achievement of a balanced outturn. This enables a contribution to reserves to be made, thus strengthening the Council's long term financial position; and**
2. **agree the proposed transfers to General Fund and Earmarked Reserves as set out in Appendix B.**

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

Executive Summary

11. The report sets out the provisional financial position for 2011/12 based at the end of March 2012. Explanations for the variances are set out below under the Directorate Commentary. This report enables the Executive to review the overall financial outturn position of the Council.

KEY HIGHLIGHTS (Appendices A1, A2, A3, A4)

12. In Summary
13.
 - Provisional outturn under spend of £0.494M against budget (0.3%) very much in line with expectations (£31k higher than February forecast).
 - The provisional outturn position includes the planned use of, and proposed transfers to, reserves.
14. Non current debt is £13.4M, an increase of £3.5M on last month. This increase is mainly due to invoicing to ensure that year end accounts reflect the correct values for the year. Debts that are 15 – 30 days old has therefore gone up by £3.9M, whilst the longer term debt (over 30 days old) has reduced by £400k.
15. Directorate forecast outturn variances
16. The main provisional variances are:
 - £1.8M under spend in Adult Social Care as efficiencies from grants contracts and increased client income have offset increased care package costs in the Older People and Learning Disabilities services;
 - £1.3M under spend in Children's Services largely due to one off contributions of £975k from the School Forum;
 - a £0.9M under spend in Sustainable Communities mainly due to increased planning income, and one off savings in salary costs following restructures;
 - £1.4m overspend in Corporate Services including planned use of, and proposed transfers to, earmarked reserves. This is due to proposed transfers to earmarked reserves of £2.05m. The operational result before transfers to earmarked reserves is an under spend of £0.65m; and
 - a £0.2M under spend in Corporate Costs due to reduction in Premature Retirement costs.

DIRECTORATE COMMENTARY

17. Social Care, Health and Housing
18. The **General Fund** provisional outturn for the directorate is an under spend of £1.8m or 3.2% (£0.7m under spend at February).

19. There has been a significant movement of £1.0m from the February forecast to the outturn position. This has resulted from removal of the PCT bad debt provision of £0.2m as the 2010/11 health funding was paid in mid April 2012. In addition within Learning Disabilities, £0.3m as a consequence of later than anticipated start dates on packages and some double counting within previous forecasts of day care packages that were met through Direct Payments. In addition there were positive decisions during March from other local authorities and continuing health care funding responsibility of £0.3m and contract savings identified in March of £0.1m (Turning Point) and additional customer income of £0.2m from other local authority contributions for Respite and House Sale income.
20. The Adult Social Care service over spent by £0.524m (balanced budget at February). The main pressure within this area is from Older People package costs which were over spent by £0.363m as a result of people living longer and the costs of dementia are on the increase. In addition assumptions made in the budget setting process included an increase in demography of 4% but indications to date are suggesting there is already an increase in numbers of older people by 5%. This is a combination of increasing demography and former self funders requiring local authority support.
21. To quantify the impact of former self funders, 34 have required council support during the 2011/12 in residential and nursing care at an estimated additional full year cost of £0.566m. Given the current financial climate this trend is unlikely to diminish and will continue to put pressure on the Council's budget.
22. Challenging efficiency targets were set against the Older People service area and they were fully achieved so good progress was made. A positive example of this is the Reablement service which has achieved reductions in care hours during 2011/12 of 3,134 which is equivalent to a saving of £0.323m. It is evident that whilst this activity is reducing costs to the Council it is not able to completely mitigate the costs of demographic pressures.
23. The Learning Disabilities service area is within budget although package costs are under spent by £0.478m, offset by an over spend of £0.479m in cross boundary charging.
24. The Commissioning service under spent by £1.344m (£0.621m at February) relating to the efficiencies made against the Learning Disability & Public Health Reform Grant £0.659m and mental health contracts £0.422m. Customer income over-achieved by £0.915m within the Business & Performance service area.
25. On 3 January 2012, the Department of Health announced that a further £150M of funding would be made available and would transfer from the health system to local authorities for 2011/12. For Central Bedfordshire this amounted to £0.674M and plans are being discussed with the PCT on how this funding will be utilised. It is likely to be used to fund the provision of Step Up/Step Down facility opened in this year at Greenacres and the resulting under spend will be earmarked to fund the facilities in 2012/13.

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

2011/12	Budget	Outturn
	£m	£m
TOTAL Income (Rents & Service Charges)	(24.807)	(25.034)
Staffing Costs	3.014	3.498
Repairs and Maintenance Costs	4.697	4.285
Stock Investment Programme	4.825	4.469
Corporate / Directorate Recharges	1.272	1.319
Supplies & Contracted Services	1.300	1.409
Housing Subsidy payment	9.894	9.893
TOTAL Expenditure	25.002	24.873
Contribution to / (from) reserve	(0.195)	0.161
Net Expenditure	0	0

27. The 2011/12 outturn for the HRA enables a contribution to the HRA reserve of £0.161m. A contribution from reserves of £0.195m was anticipated in the budget.
28. £0.093m of this variance is accounted for by reduced insurance costs, resulting from reduced premiums and the refund of part of the insurance provision. This provision related to claims prior to the creation of Central Bedfordshire Council, which have now reduced to a de minimus level.
29. £0.090m of this variance is the result of a minor under spend on the HRA Capital programme. The capital programme is financed predominantly by direct revenue financing, together with a small amount of capital receipts.
30. The other part of the variance (£0.174m) is accounted for by increased rental income. During 2011/12 the Council adopted a policy of re-letting to new Council tenants at formula rent. Formula rent represents a level playing field for social housing tenancies (so that tenants pay the same level of rent for similar properties, whether they rent from Housing Associations or the Council). During the year approximately 250 tenancies were let in this way, enhancing the Council's rent receipts.

31. Children's Services

32. Children's Services annual expenditure budget is £68.6M and income budget, including transport, is £33.0M which leaves a net expenditure budget of £35.6M. The provisional outturn position for 2011/12 is £1.32M under spend, an increase from £0.930M reported in February. It should be noted that one off contributions of £975K from the School Forum has contributed to Children's Services budgets. This contribution has only been possible in 2011/12 due to unspent centrally held Dedicated Schools Grant set aside for School Redundancies and the Local Authority Central Spend Equivalent Grant (LACSEG), that in future years will be paid directly to schools.
33. Within Children's Services Operations, the outturn position reflects an overspend of £957K (£726K February). This is mainly due to expensive specialist children placements, increase in leaving care accommodation and the cost of agency workers covering qualified posts. The recruitment of qualified social workers to fill existing and new vacancies is an ongoing key activity. This is due to increasing numbers of child cases and the reference point of an appropriately safe case loads for each social worker. This has been noted in risk assessments in previous months.
34. The increase from February is largely due to the re-commissioned supervised contact service to be provided by Action for Children which could not begin until 2012. This service provides supervised access for children and young people with their families that are subject to care proceedings, to meet the legal requirements of the Council as set by the court within each individual care plan. There are also increased numbers in Fostering and Adoption.
35. Within Learning, Commissioning and Partnerships (LC & P), the outturn position is an under spend of £2.282M (£1.655M February). The improvement to February of £627K is mainly due to Transport (£268K), Youth Service and School Support. The overall under spend is largely due to the School Forum's contribution of £975K, had this contribution not been available the under spend would have been £1.3M. This is attributable to the review of the transport budgets in line with schedules provided by the service, one off discretionary spend and posts being held to allow for early implementation of efficiencies planned for 2012/13.
36. As in previous months there has been an increase in needs led budgets within Child Protection and Looked After Children.
37. Resources continue to be deployed to address the additional impact of recent OFSTED inspection recommendations about child protection, which increases the need for qualified social workers not only for front line work but to also enhance regulatory quality assurance and to secure a safe level of supervision at team manager level.

38. Sustainable Communities

39. Sustainable Communities annual expenditure budget is £62,813k and income budget of £12,144k. The provisional outturn for the directorate after the use of reserves is an under spend of £894k.
40. The provisional outturn of £894k under spend is an improvement of £764k on the February forecast. On the expenditure side the pattern of under spend remains consistent with previous months. Salary costs remained below budget due to staff vacancies and lower superannuation costs; whereas electricity, fuel and vehicle maintenance and business rates were above budget. A one-off saving from waste contracts of £129k, and savings in leisure operations of £67k contributed towards reducing the outturn expenditure.
41. Grant income was higher than budgeted by £409k. Most of the increase is due to the new Safer Communities grant of £232k which has been allocated across a range of projects supporting community safety priorities, including the Integrated Offender Management Scheme. This grant will be significantly reduced in 2012/13 and would transfer to the Police and Crime Commissioners.
42. Fee income was budgeted at £9,744k and at the end of March £9,561k was realised, which is a shortfall of £183k. The effect of slower economic conditions is evident on the Directorate's figures especially in the demand led income arena. Despite this fact, the Directorate has managed to post favourable results.

43. Corporate Services

44. The provisional outturn position, £27.8m net spend before Corporate Costs, contingency and reserves, but including planned use of, and proposed transfers to, earmarked reserves identifies an over spend of £1.4m. This figure is due to proposed transfers to earmarked reserves of £2.05m.
45. The key reasons for the provisional variance are due to:
46. Chief Executive (-£0.3m) – provisional under spend due to savings from the organisational restructure.
47. ACE People & Organisation (-£0.4m) – provisional under spend, resulting from under spends within staff costs in Committee Services and Customer Services, pressures within Agency costs in Human Resources and higher than expected Local Land Charges income in Democratic Services. There is a proposed transfer to earmarked reserves of £0.15m to cover revenue expenditure on the SAP Optimisation project.
48. ACE Resources (+£2.0m) – provisional pressure due to the costs of interim staff, increased benefit claimants and the outcome of benefits audits, together with a shortfall in insurance income, additional insurance claims provision requirement and budget shortfalls for NNDR costs within Assets.
49. Included in this figure are proposed transfers to earmarked reserves of £0.30m (Invest To Save), £0.09m (Insurance) and £0.45m (ICT Stability).

50. There is an additional transfer of £1.08m into the Insurance Reserve needed to cover future Municipal Mutual Insurance (MMI) costs. This is related to a Supreme Court ruling in March 2012, stating that the Council could be liable to pay contributions back to MMI for claims relating to the period where MMI ran the Council's scheme. An Actuarial review has recommended that a reserve of £1.08m should be created to cover this.
51. The operational result, excluding transfers to earmarked reserves, is an overspend of £0.1m.
52. Corporate Costs
53. Corporate Costs (-£0.2m), provisional outturn £11.8m. Pressures around non achievement of some cross cutting efficiencies, and a reduction in debt management and premature retirement costs.
54. Contingency and Reserves
55. Contingency and Reserves (+£2.4m), provisional outturn £3.2m (after use of reserves). This includes contributions to General Fund Balances of £1.4m (planned) and £2.6m (additional).

RESERVES POSITION (Appendix B)

56. Earmarked Reserves
57. The provisional outturn positions allows for the planned use of £3.1M Earmarked reserves and the proposed transfer to Earmarked reserves of £7.2M. (Excluding HRA and Schools). This would result in a forecast closing position of £18.5M earmarked reserves at year end.
58. General Reserves
59. The opening balance on General Fund was £7.089M. It is planned to transfer a budgeted £1.4M this year plus £2.6M additional. Assuming no further adjustment, this will result in a closing balance of £11.583M. General Fund balance is now at the minimum prudent level two years earlier than planned. This balance needs to be seen in the context of significant risks and changes in Local Authority funding from 2012-13 onwards.

DEBTORS (Appendix D)

60. General CBC sales debtors (excluding house sales and grants) at March amounted to £16.7M. Of this £3.88M was over 60 days old; all of which is actively being managed.
61. £3.6M is actively being chased; £91k identified as disputed and work to resolve is underway. £82k has instalment agreements in place and £154k is being dealt with through legal channels. A further £1.2M is in respect of charges against houses which will be repaid once the houses are sold.

62. The largest items of note within the total debt are:

- (a) Social Care, Health and Housing General Fund debt at the end of 2011/12 stood at £6.5m (£6.1m at February) of which £2.2m is house sales debt, £2.3m Health Service debt, £0.1m other Local Authorities. Of the remaining general debt of £1.9m, £0.6m (48%) is more than one year old. This includes legacy debt as well as Central Bedfordshire debt.
- (b) Total current and former tenant arrears were £0.886m at the end of the financial year (£0.998m at the end of February). Current arrears are £0.571m or 2.28% of the annual rent debit of £25.01m (£0.665m or 2.7% at the end of February). The figure of 2.28% is a 0.13% adverse variance against a target of 2.15%. Performance on Former Tenant Arrears is 1.26% against a target of 1.0%, leaving a balance of £0.315m.
- (c) There have been write offs of £0.056m.
- (d) Children's Services – The debt over £10K (Appendix E1) totals £874K (£1.318M January), £481K of which relates to Bedford Borough.
- (e) Sustainable Communities - The total debt at the end of March was £3,272k an increase of £731k compared to December quarter. Sections 38, 106 and 278 legal agreements account for £2,402k or 73% of debt. Sixty percent of debt is less than three months old. Since December, the value of debt up to three months old has increased by £622k, and debt older than three months has increased by £109k.
- (f) Corporate Services – Overall debt has increased by £0.854m in the month. This is due to an increase in invoicing during March and a resulting increase in short term debt of £1M, offset by a reduction in longer term debt of £150k. There is currently £300k that is over 90 days old; this represents 13% of the total debt.
- (g) NHS Bedfordshire – relates to a number of items including £170k for free nursing care, £563k Health Funding Grant and £238k Reablement Funding from 2010/11 (raised in March 2011). Officer discussions have occurred and the debts were settled post year-end in April and May 2012.

CAPITAL

63. The position on Capital is subject to a separate report on the Agenda.

Appendices:

Appendix A1 – Council Revenue Summary
Appendix A2 – Directorate Summary
Appendix A3 – Monthly forecast variance
Appendix A4 – Subjective Analysis
Appendix B – Earmarked Reserves
Appendix D – Debtors

Background Papers: (open to public inspection) - None

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Appendix A1

Profit Centre Groups	Director	Month: March 2012							Year to date					
		Budget	Actual (SAP period 13)	Period 14 adjs	Actual before reserve transfers	Transfer to Reserves	Transfer from Reserves	Actual after reserve transfers	Variance	£000	£000	£000	£000	
		£000												
	Social Care Health and Housing	55,700	51,740	0	51,740	1,634	513	53,887	-1,812					
400.101	Children's Services	35,623	32,038	5	32,043	2,670	-411	34,302	-1,320					
	Sustainable Communities	50,669	49,803	0	49,803	833	-860	49,775	-894					
	Corporate Services	26,458	26,745	20	26,765	2,051	-969	27,847	1,389					
	Contingency and Reserves	792	-2,010	655	-1,355	4,750	-230	3,165	2,373					
7800.1011	Corporate Costs	12,006	11,779	0	11,779	0	0	11,779	-227					
	Total	181,248	170,096	680	170,776	11,938	-1,957	180,757	-492					

Council Tax Collection target (budget)

-141,000

Month	CTAX 2011/12		Target % cumulative	Target £k cumulative
	Council Tax collection (actual)	Council Tax additional (MoD-excluded from above)		
April	10.10%		-	14,241
May	19.60%		-	27,636
June	29.10%		-	41,031
July	38.30%		-	54,003
August	47.40%		-	66,834
September	56.90%		-	80,229
October	67.00%		-	94,470
November	75.60%		-	106,596
December	85.10%		-	119,991
January	94.20%		-	132,822
February	96.10%		-	135,501
March	98.00%		-	138,180

GL
Council Tax collection (actual) 1027024
Council Tax additional (MoD-excluded from above) 4190400

C/C
(BS)
299944

Note- includes all CTax billing receipts, including precept element
MoD not billed- this is in lieu of CTax billing

Government Grant target (budget)

CTAX 2011/12 Month	Target £k month	Target £k NDR	Target £k RSG	Target £k RSG
April	- 11,365	-2,705		-8,660
May	- 3,671	-3,671		0
June	- 3,671	-3,671		0
July	- 3,671	-3,671		0
August	- 3,671	-3,671		0
September	- 3,671	-3,671		0
October	- 3,671	-3,671		0
November	- 3,671	-3,671		0
December	- 3,671	-3,671		0
January	- 3,671	-3,671		0
February	- 3,519	-773		-2,746
March	- 2,662	-2,124		-537
TOTAL	-50,581	-38,637		-11,943

Government Grant RSG & CTax freeze actual	GL	C/C
Government Grant NDR Pool	all	299991
	all	299992

Revenue Summary Position - March Outturn

Profit Centre Groups	Director	Year to date										RAG			
		Month: March 2012	Budget	Actual (SAP period 13)	Period 14 adjs	Actual	Transfer to Reserves	Transfer from Reserves	Actual after transfers	Variance	Actual as % of Budget				
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000			
	Social Care Health and Housing														
	Director of Social Care, Health, Housing	184	221			221						221	37	20%	red
	Housing Management (GF)	4,168	4,131			4,131		-4				4,127	-41	-1%	green
	Adult Social Care	53,446	52,599			52,599	1,496	-125				53,970	524	1%	amber
	Commissioning	5,073	3,734			3,734	138	-143				3,729	-1,344	-26%	amber
	Business and Performance	-7,152	-8,072			-8,072		-69				-8,141	-989	14%	red
500.1011	Sub Total Social Care and Health	55,719	52,613	0	52,613	1,634	-341	53,906	-1,812	-3%	green				
	Children's Services														
	Director of Children's Services	250	253			253		0				253	3	1%	amber
	Children's Services Operations	20,641	20,901	5	20,906	705	-13	21,598	957	5%	amber				
	Learning, Commissioning & Partnerships	8,005	4,946		4,946	1,965	-373	6,538	-1,467	-18%	amber				
	Joint School Commissioning Service (Transport)	7,935	7,122		7,122		0	7,122	-813	-10%	amber				
	Partnerships	609	633		633	0	-25	608	0	0%	green				
400.101	Sub Total Children's Services (excluding Schools)	37,440	33,856	5	33,861	2,670	-411	36,120	-1,320	-4%	green				
4500.1011, 4650.1011, 4700.1011	DSG Contribution to Central Support	-1,817	-1,817		-1,817		0	-1,817	0	0%	green				
	Sub Total Children's Services (excluding Schools)	35,623	32,038	5	32,043	2,670	-411	34,302	-1,320	-4%	green				

Revenue Summary Position - March Outturn

ACE Resources																					
		0	117		117				117		117	117	0%	red							
ACE Resources		0	117		117				117		117	117	0%	red							
Programme & Performance		1,000	729	289	729	289	-97	921	921	-79	921	-8%	green								
E Procurement & Payments		415	410		410		-56	354	354	-61	354	-15%	amber								
Finance		4,249	5,477	1,162	5,283	1,162	-165	6,280	6,280	2,031	6,280	48%	red								
Category Review		0	0		0			0	0	0	0	0%	green								
ICT		6,646	6,120	450	6,120	450	-48	6,522	6,522	-125	6,522	-2%	green								
Assets		4,337	4,625		4,625		-127	4,498	4,498	161	4,498	4%	amber								
Sub Total ACE Resources		16,648	17,478	1,901	17,284	1,901	-493	18,692	18,692	2,044	18,692	12%	red								
Chief Executive		521	395		395		-153	242	242	-280	242	-54%	amber								
Sub Total Corporate Services		26,458	26,745	2,051	26,765	2,051	-969	27,847	27,847	1,389	27,847	5%	amber								
Contingency and Reserves*		792	-2,010	4,750	-1,355	4,750	-230	3,165	3,165	2,373	3,165	299%	red								

Revenue Summary Position - March Outturn

	Corporate Costs																						
7800.1011	Debt Management	10,617	9,963		9,963																		
7800.1011	Audit Fees	0	0		0																		
7800.1011	Insurance	0	0		0																		
7800.1011	Premature Retirement Costs	2,954	2,694		2,694																		
7800.1011	Corporate HRA Recharges	-104	-104		-104																		
7800.1011	Efficiencies	-1,461	-774		-774																		
7800.1011	Sub Total Corporate Costs	12,006	11,779	0	11,779	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL Excluding Schools	181,267	170,969	680	171,649	11,938	-2,811	180,776	-492	-227	687	-104	2,694	0	0	0	0	0	0	0	0	0	0

Schools												
Supported YPLA/DSG	-143,962	-143,962	-143,962							0	0%	green
Schools ISB	143,962	141,415	141,415	416	-3,319	138,512				-5,450	-4%	green
TOTAL Schools	0	-2,547	0	416	-3,319	-5,450				-5,450	0%	green
Housing Services (HRA)	-19	-873	-873		854	-19				0	0%	green
Total	181,248	167,549	680	12,354	-5,276	175,307				-5,942	-3.3%	green
Net position incl reserves												
											162,273	

Contingency and reserves*	Budget	Actual	Reserves
New Homes Bonus	-1,803	-1,121	1,400
Contribution to General Fund	1,400		750
Contribution to Redundancy reserve	750		
Inflation contingency	145	402	
General contingency	0	655	2,600
Adult Community Learning Grant	0	-1,291	
Release of JIU reserve	0	0	-230
SEPT transfer from ASC	300	0	
	792	-1,355	4,520

13,019
12,354
-5,276
5,942
13,019

Key:

- Forecast variance favourable up to 10%
- Forecast variance favourable greater than 10%
- Forecast variance adverse up to 10%
- Forecast variance adverse greater than 10%

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Month: March 2012

Director	March Variance	February Variance	Change in Variance	COMMENTARY
	£000	£000	£000	
Social Care Health and Housing				
Director of Social Care, Health, Housing	37	18	19	
Housing Management (GF)	-41	-4	-37	
Adult Social Care	524	522	3	
Commissioning	-1,344	-621	-722	Learning Disability contract savings not known at Feb £94k, NHS funding for Telecare and Equipment £600k
Business and Performance	-989	-615	-374	Additional client income re house sales to fund residential and nursing care placements and additional respite income
Sub Total Social Care and Health	-1,812	-701	-1,112	
Housing Services (HRA)	0	0	0	
Sub Total Social Care Health and Housing	-1,812	-701	-1,111	
Children's Services				
Director of Children's Services	3	0	3	
Children's Services Operations	957	725	232	
Learning, Commissioning & Partnerships	-1,467	-1,110	-357	
Joint School Commissioning Service (Transport)	-813	-545	-268	
Partnerships	0	0	-1	
Sub Total Children's Services (excluding Schools)	-1,320	-930	-391	
Sustainable Communities				
Director of Sustainable Communities	-148	-105	-43	
Economic Growth, Skills & Regeneration	-683	-429	-254	
Highways Transportation	-110	-94	-16	
Planning	-51	-236	185	
Comm Safety Public Protect Waste Leisure	97	100	-3	
Sub Total Sustainable Communities	-894	-764	-130	

ACE People & Organisation				
ACE People	350	327	22	Costs associated with SAP Optimisation falling outside capital rules.
Communications	-89	-75	-14	
Customer Services	-191	-230	39	£88k aborted capital costs re CRM software requirement change, partly offset by various reduced costs
Policy & strategy	-60	-46	-13	
Customer & Community Insight	-34	-34	1	
People	80	169	-89	Total income higher than forecast (£66k) and delays to projects requiring agency labour resulted in spend less than forecast.
Legal & Democratic Services	-432	-514	81	Legal disbursements higher than forecast, largely as a result of Children's legal cases (+£55k) and savings against payroll forecasts for Democratic Services and Members' Costs, together with additional income in registrars and Land Charges.
Sub Total ACE People & Organisation	-376	-403	27	
ACE Resources				
ACE Resources	117	115	2	
Programme & Performance	-79	-81	2	
E Procurement & Payments	-61	-1	-60	Additional income received and favourable variances against payroll and agency costs.
Finance	2,031	306	1,726	Additional contribution to Insurance reserve re MMI liability (following Supreme Court ruling) £1.1m. Additional insurance provision required (previously identified as a risk) £0.1m. Reduced insurance income £0.2m. Variance against Benefit Subsidy recovery £0.3m.
Category Review	0	0	0	
ICT	-125	356	-481	Previous forecast included erroneous calculation of contract prepayments for contracts spanning financial years.
Assets	161	53	108	Late invoices received, largely relating to legacy costs.
Sub Total ACE Resources	2,044	747	1,297	
Chief Executive	-280	-282	2	
TOTAL Corporate Services	1,389	62	1,327	
Contingency and Reserves	2,373	1,816	557	Corporate bad debt provision made (including legacy debt).
Corporate Costs	-227	53	-280	Adjustment to net debt financing costs.
TOTAL Excluding Schools	-492	-463	-28	
Schools				
Central DSG	0	0	0	
Schools Budget	0	0	0	
Schools ISB	-5,450	0	-5,450	
TOTAL Schools	-5,450	0	-5,450	
Total	-5,942	-463	-5,478	

Appendix A4

Profit Centre Groups	Expenditure Type	Revenue Subjective analysis March 2012-Actual before transfers to reserves										Net Costs £000		
		Staffing costs £000	Premises and Transport £000	Supplies and Services £000	Third Party Payments £000	Other £000	Gross Costs £000	Income £000	Grants £000	Total Income £000				
	Director													
	Social Care Health and Housing	17,087	1,356	5,577	50,311	12,126	86,456	-17,656	-16,188	-33,844	52,612	-1		
	Children's Services	25,126	8,361	34,186	2,043	166	69,882	-8,826	-29,012	-37,838	32,044	0		
	Sustainable Communities	19,837	3,290	9,273	29,279	492	62,173	-9,561	-2,810	-12,370	49,802	0		
	Corporate Services	24,173	3,483	11,835	922	75,398	115,812	-87,149	-1,897	-89,046	26,765	0		
	ACE People	9,798	444	2,595	292	3	13,132	-3,952	-93	-4,045	9,086	0		
	ACE Resources	13,703	3,036	9,515	631	75,395	102,280	-83,191	-1,804	-84,996	17,284	0		
	Chief Executive	671	4	-274	0	0	401	-6	0	-6	395	0		
	Contingency and Reserves	0	0	1,057	0	0	1,057	0	-2,412	-2,412	-1,355	0		
	Corporate Costs	2,639	38	-356	0	11,087	13,408	-1,229	-400	-1,629	11,779	0		
	Total Excluding Schools	55,587	16,528	61,572	82,556	99,269	348,788	-124,420	-52,719	-177,139	171,649	0		
												3,420		

171,649 0 CHECK NIL

4,550	5,261	0	5,261	0	5,261	0	5,261	0	5,261	0	5,261	0	5,261	0
4,600	1,563	1,563	1,563	0	1,563	0	1,563	0	1,563	0	1,563	0	1,563	0
4,650	56,974	56,974	56,974	0	56,974	0	56,974	0	56,974	0	56,974	0	56,974	0
4,700	32,598	32,598	32,598	0	32,598	0	32,598	0	32,598	0	32,598	0	32,598	0
4,750	41,442	41,442	41,442	0	41,442	0	41,442	0	41,442	0	41,442	0	41,442	0
4,800	8,275	8,275	8,275	0	8,275	0	8,275	0	8,275	0	8,275	0	8,275	0
4,850														
4,900	1,375	1,375	1,375	0	1,375	0	1,375	-147,489	-147,489	-147,489	-146,113	0		
4,950	142,227	142,227	142,227	5,261	147,489	0	147,489	0	-147,489	-147,489	-147,489	0		

4300 transport	17	350	1	8,989	0	9,356	-317	-400	-717	8,640	359
78050							358				
721098	-13		6							-7	
721099	66	0								66	
7950	88,346	3,819	-702	456	456	0	-92,555	0	0	-636	
	88,399	3,819	-696	456	456	0	-92,555	0	0	-577	
HRA 5100	3,429	4,397	3,055	10	10,134	21,026	-23,935	-1,966	-25,901	-4,875	

Notes:
 Supplies and services * Equipment, Furniture and Materials, Professional Services, Communication and Computing, Conference Expenses, Grants and Subscriptions
 Third Party Payments * Other Government/Local Government Agencies, Payments to contractors
 Other * Capital Financing, Rent rebates and allowances, Reserves

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Earmarked Reserves

Appendix B

Description	Opening Balance 2011/12 £000	Total transfers from reserves	Increase in reserves £000	Proposed transfer to Reserves £000	Proposed Closing Balance 2011/12 £000	Commentary on use/proposed transfer	Purpose of New Reserve
Social Care Health and Housing Reserves							
Social Care Reform Grant	415	(84)			331	Reserve to fund multi year Transforming People's Lives project. Includes SWIFT/AIS implementation.	
Deregistration of Care Homes	583	(17)			566	Reserve to fund costs associated with deregistering of a national care provider	
LD Campus Closure	744	(143)			601	Reserve for the smoothing of double running costs resulting from reposition of Learning Disabilities services.	
Supporting People	305	-			305	Reserve held to manage spikes in demand for Supporting People services	
Joint working to facilitate hospital discharge (formerly Reablement and Winter Pressures)	570	-			570	NHS Funding to support joint working with other Local Authorities and partners to facilitate seamless care for patients discharged from hospital.	
Disabled Facilities Grant funding		-		475	475		To be used to fund Disabled Facilities Grant in 12/13 following on from a reduction in the 12/13 capital budget
Residential Futures and Commissioning Projects		-		347	347		To fund consultancy/projects associated with implementing 12/13 efficiencies and the Residential Futures Programme
Mental Health Action Plan	-	-		138	138		To fund improvements identified in the Mental Health Improvement Plan to be jointly delivered with SEPT
Step Up /Step Down		-		674	674		To be used to fund the Step-up, Step Down unit at Greenacres - unspent grant monies from 2011/12
Sub Total Social Care Health and Housing	2,617	(244)	-	1,634	4,007		
Children's Services Reserves							
School Forum	4	(4)			-		
School Specific Contingency	1,062	(162)			900	To support the training and consultation on forthcoming National Formula for Schools - Non Discretionary C/F School Contingency held to fund formula changes, school based redundancies, exceptional circumstances, in year pupil number increase and other items as agreed with School Forum - Non Discretionary C/F	
Performance Reward Grant	174	-			174	Reward grant received on the basis of performance of joint partners. Used in year to support Volunteering, Community Safety Partnership and redundancies	
LSP Sustainable Neighbourhoods	48	(1)			47	Set up to fund staff management and administration costs of Sustainable Neighbourhood work which is ongoing.	
Community Engagement work	6	(6)			-		
Targeted Support for Empowerment Imp Project	18	(18)			-	Funding to support staff management and administration costs of the Targeted Support for Empowerment Improvement Project which is ongoing.	
DSG - SEN ISB adjustment		-		257	257		Unspent DSG for SEN - School Forum agreement to Earmark and add to ISB through HILLN factor for 12/13
DSG - School Support		-		494	494		Expected DSG unspent to be carried forward and applied to Schools Budgets 2012/13

Description	Opening Balance 2011/12 £000	Total transfers from reserves	Increase in reserves £000	Proposed transfer to Reserves £000	Proposed Closing Balance 2011/12 £000	Commentary on use/proposed transfer	Purpose of New Reserve
DSG-School Org Team - Academy Transfers		-		7	7		DSG for Academy Recruitment process
DSG/Advanced Skills Teachers		-		161	161		DSG ringfenced - agreed with School Forum to carry forward reduced budget for AST 12/13
DSG/EIG		-		45	45		DSG/EIG Transfer to the Teaching School on behalf of all schools when the commission has been agreed following consultation.
EIG - Agreement of Childrens Trust		-		270	270		Decision of Children Trust to allocate remaining EIG to be spent on Parenting Support - Partnership Funds
EIG - Early Years Specific		-		87	87		Contract Paid in advance funds set aside to reflect in 12/13 where service will be delivered
EIG - Early Year/ Specific		-		67	67		Contract in place to be paid June
EIG - FAST/PIP		-		81	81		Late payment and unspent EIG to be used in 12/13
SEN Evaluation & positioning for additional duties when SEN Green paper becomes an Act		-		150	150		Green Paper late summer requires new duties that were flagged as risk last year that were not included as pressures
"Working Together" - New National Guidance		-		200	200		New National Social Care guidance requiring enhanced working between all partners particular Health and Social Care
OFSTED Action Plan		-		250	250		To be developed following publication of the OFSTED Action Plan, work needed in Health and to address adequate judgement on equalities
OFSTED recommendations for Admin and continued Social Worker Support		-		300	300		The OFSTED inspector commented on the increase number of children in care and the fact this needs attention to resourcing, we remain in the lower quartile against statistical neighbours
Developing Corporate Parenting Panel		-		50	50		Developing Corporate Parenting Panel, this is likely to need further development when the OFSTED report is published
Health and School Links key deprivation areas across the Council		-		100	100		An evaluation on Health, focus in schools is poor and needs development work
Children Health additional Staff		-		100	100		This supports the above item
Social Workers Recruitment Campaign		-		50	50		Funds set aside for Social Workers recruitment campaign delayed and not due to take place until April 2012
Sub Total Children's Services	1,312	(191)	-	2,670	3,791		
Sustainable Communities Reserves							
Adaptation of open space	449	(16)		56	489		Maintenance funds (commuted sums) for CBC adopted open space and play sites, allocated on site specific basis.Funds cannot be allocated to revenue budgets and any spend is reclaimed from the reserve at the end of the year.
Arts & Theatre service review	-	-		70	70		Funds for the installation of digital equipment, and relocation of services.
Bedford & Luton Resilience Forum	65	-			65		Contributions from partners with CBC acting as Treasurer to Forum
Business growth grants	96	-		15	111		External funds and partnership contributions to support business growth. Includes matched funding for pilot schemes.
Career Development Framework	-	-		80	80		Cost of introduction of CDF following decisions in March 2012

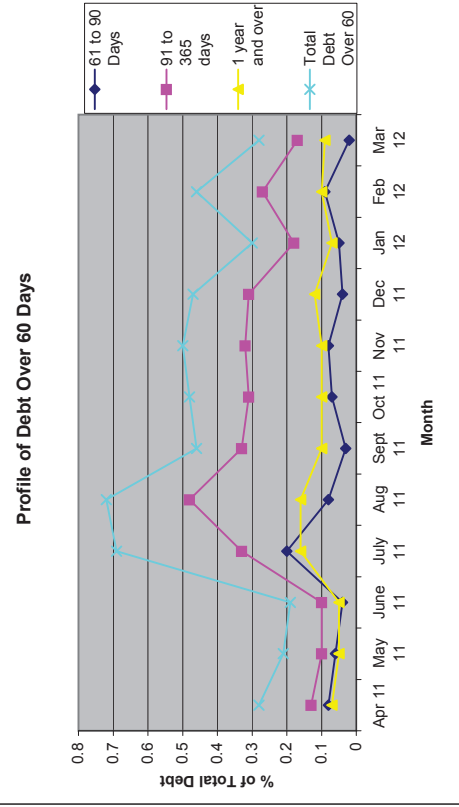
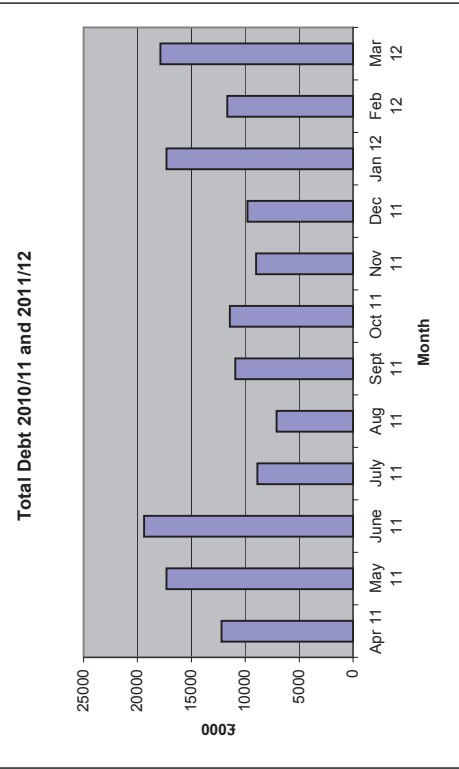
Description	Opening Balance 2011/12 £000	Total transfers from reserves	Increase in reserves £000	Proposed transfer to Reserves £000	Proposed Closing Balance 2011/12 £000	Commentary on use/proposed transfer	Purpose of New Reserve
Community Safety partnership fund	89	-		70	159	Contributions from community safety partners, Home Office (IOM), and money held on behalf of HMCS relating to cash seizures.	Ring-fenced partnership funds
Conservation Fund for Fairfield Hospital	34	(34)			-	£106 revenue contribution for the maintenance of graded building., to be spent in 11-12	
Emergency Incidents	-	-		30	30		Funds to cover elevated risk of threats during Olympic year.
External Funded Regeneration reserve	492	-			492	External funds to support economic participation, regeneration and European programmes.	
GAF -Project Delivery reserve	82	(82)			-	External GAF funding for Town Centre Masterplan	
Housing Planning Delivery Grant	400	(400)			-	This reserve comprises 'banked' monies from previous years HPDG settlements and is being used to support a managed reduction in Planning Division expenditure. Up to £400k will be required to support the service in 2011/12, but thereafter all costs will be included in the base budget.	
IDB Dispute Resolution Fund		-		30	30	Share of profits from leisure contracts for the reinvestment in building and equipment	Funds set aside for resolution of EA / IDP claims
Leisure Centre Sinking Fund	124	(181)		91	34	Comprehensive review of library service. Executive decision 7 Dec 2010.	
Library services review	45	(45)			-		
Local Development Framework	100	(50)		50	100	£100k was required in 2011/12 to help cover the additional costs of two LDF examinations. £50k is proposed to cover the cost of converting the Joint Strategy for CBC.	Costs associated with terminating arrangement with LBC and taking forward LDF.
Luton and South Bedfordshire Joint Growth Committee	460	(460)			-	Half of balance to be repaid to Luton Borough Council on cessation of JTU on 31/03/12. Half of balance released to General Fund.	
Minerals and Waste partnership funds	104	-			104	Partner's income contributions to service costs which need to be carried forward into 2011/12 to cover the costs of LDF and enforcement inquiries which will now fall in 2011/12.	
NIRAH	71	(11)			60	Shared reserve with Bedford Borough to support NIRAH project costs	
Physical Regeneration Reserve		-		40	40		To complete stages 1 and 2 of Biggleswade TC Masterplan delivery. To carry out stage 2 of employment sites acceleration project.
Pre - Application Service		-		200	200		Cost of embedding pre-app service started in Q4'12
PTR2 Workstreams Fund		-		50	50		Delivery of IT solution and business process improvements.
Transport Sinking Fund	125	-			125	Parking income directed to parking services infrastructure improvements.	
Woodside Connection legal and advisory costs		-		50	50		Cost of preparing business case for Woodside Connection
Sub Total Sustainable Communities	2,736	(1,279)	-	832	2,289		
Corporate Services Reserves							
Invest to Save, Recovery project - Legal	5	(5)			-	Reserve required to fund Employment Law support in connection with the Council's efficiency and service reductions.	
Invest to save, Recovery project HR	43	(43)			-	Reserve required to fund HR support in connection with the Council's efficiency and service reductions.	
Invest to Save, Recovery project - Web development	21	(21)			-	Reserve required to fund work on the development and promotion of the new corporate website.	

Description	Opening Balance 2011/12 £000	Total transfers from reserves	Increase in reserves £000	Proposed transfer to Reserves £000	Proposed Closing Balance 2011/12 £000	Commentary on use/proposed transfer	Purpose of New Reserve
Invest To Save, Customer First		-		68	68		Carry forward current budget provision for completion of project in 2012/13
Invest To Save, Passenger Transport		-		135	135		Carry forward current budget provision for completion of project in 2012/13- project support costs.
Pan Public Sector Working		-		86	86		Partnership funding to facilitate the successful delivery of the Implementation of Total Place in Luton & Bedfordshire through projects.
ICT Stability		-		450	450		Resources required to secure stable ICT systems, largely one off staffing costs.
SAP Optimisation		-		150	150		One off costs associated with SAP Optimisation
Sub Total Corporate Services	69	(69)	-	889	889		
Corporate Reserves							
Redundancy/Restructure Reserve	2,117	(1,530)	2,742		3,329	Used for redundancy costs identified in 2011/12. Balance will be needed for 2012/13 as redundancies will continue into next year.	
Insurance reserve	3,059	-		1,162	4,221	Reserve held to pay insurance claims and liabilities against the council. Some of this fund is held jointly for Central Bedfordshire and Bedford Borough in respect of Bedfordshire County Council obligations.	
Elections Fund	180	(180)			-	Used in 2011/12 to support the elections. This is a fund built up over 4 years to cover the costs of elections.	
Contingency		-			-		
Sub Total Corporate Reserves	5,356	(1,710)	2,742	1,162	7,550		
Total Corporate	5,425	(1,779)	2,742	2,051	8,439		
Total Earmarked Reserves	12,090	(3,493)	2,742	7,187	18,526		
Housing Revenue Account Reserves							
HRA	3,743	-	162		3,905	Statutory reserve in relation to ring-fenced net surplus/deficit on council housing	
Business Process Re-engineering	46	(46)			-	Reserve to fund consultancy and review costs in respect of implementation of self financing on 1April 2012.	
Major Repairs (HRA)	200	-			200	Reserve to cover any shortfall in major repairs.	
School Reserves	3,989	(46)	162	-	4,105		
Revenue (Schools) 3030050	10,552	(1,004)			9,548		
Revenue (PVI) 3030050	4,423	(2,315)		416	416		
Capital 3030033	14,975	(3,319)	-	416	12,072		
GRAND TOTAL	31,054	(6,858)	2,904	7,603	34,703		

APPENDIX D

Debtors March 2012

DIRECTORATE	1 to 14 Days		15 to 30 Days		31 to 60 Days		61 to 90 Days		91 to 365 days		1 year and over		Total Debt	
	£k	%	£k	%	£k	%	£k	%	£k	%	£k	%	£k	%
Social Care Health & Housing	716	4%	135	1%	77	0%	48	0%	337	2%	310	2%	1,623	9%
Children's Services	445	2%	470	3%	-5	0%	28	0%	186	1%	75	0%	1,199	7%
Sustainable Communities	1,105	6%	324	2%	396	2%	147	1%	1,242	7%	59	0%	3,273	18%
ACE People	268	1%	63	0%	11	0%	14	0%	1	0%	7	0%	364	2%
ACE Resources	1,322	7%	6,114	34%	89	0%	101	1%	130	1%	161	1%	7,917	44%
NHS Bedfordshire	221	1%	896	5%	185	1%	0	0%	485	3%	563	3%	2,350	13%
Unallocated & Non Directorate	0	0%	-4	0%	-1	0%	-4	0%	-6	0%	-2	0%	-17	0%
House Sales	384	2%	-7	0%	42	0%	65	0%	593	3%	467	3%	1,544	9%
Grants	22	0%	-466	-3%	20	0%	22	0%	30	0%	1	0%	-371	-2%
GRAND TOTAL	4,483	25%	7,525	42%	814	5%	421	2%	2,998	17%	1,641	9%	17,882	100%
PREVIOUS MONTH	1,765	15%	3,660	31%	833	7%	1,098	9%	3,158	27%	1,145	10%	11,659	100%



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Meeting: Executive
Date: 3 July 2012
Subject: Provisional Capital Outturn 2011/12
Report of: Councillor Maurice Jones, Deputy Leader and Executive Member for Corporate Resources
Summary: The report provides information on the provisional capital outturn for 2011/12, subject to audit.

Advising Officer: Charles Warboys, Chief Finance Officer
Contact Officer: Charles Warboys, Chief Finance Officer
Public/Exempt: Public
Wards Affected: All
Function of: Executive
Key Decision Yes
**Reason for urgency/
exemption from call-in
(if appropriate)** Not applicable

CORPORATE IMPLICATIONS

Council Priorities:

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

Financial:

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

Legal:

2. None.

Risk Management:

3. None.

Staffing (including Trades Unions):

4. Any staffing implications will be dealt with in accordance with the Council's Managing Change Policy and in consultation with the Trades Unions.

Equalities/Human Rights:

5. Equality Impact Assessments were undertaken prior to the allocation of the 2011/12 budgets and each Directorate was advised of significant equality implications relating to their budget proposals.

Public Health:

6. None.

Community Safety:

7. None.

Sustainability:

8. None.

Procurement:

9. None.

Overview and Scrutiny:

10. The provisional capital outturn 2011/12 will be considered by the Corporate Resources Overview and Scrutiny Committee on 31 July 2012.

RECOMMENDATIONS:

The Executive is asked to:

1. **note the outturn position which is an under spend of £21.5M gross, £10.3M net; and**
2. **note the transfer of budgets for capital schemes in progress from 2011/12 to 2012/13, funded by £8.4M external capital receipts and £13.6M CBC contribution, as approved by Council on 14 June.**

Reason for Recommendations: To complete schemes currently underway and facilitate effective financial management and planning.

Executive Summary

11. The report sets out the provisional capital outturn position for 2011/12 based on the end of March. Explanations for the variances are set out below under the Directorate under spend summary. This report enables Executive to review the overall capital position of the Council.

INTRODUCTION

12. At the Executive meeting of 15 May the transfer of £16.6M capital budget between financial years 2011/12 and 2012/13 was recommended to Council, based on the latest forecast available at that time.
13. On 14 June Council approved this transfer having been updated with the final figures contained in this report.

KEY HIGHLIGHTS

14. In Summary
15.
 - Provisional outturn gross under spend of £21.5M against the approved budget of £86.5M (24.9%).
 - CBC contribution under spend of £10.1M against the approved budget of £28.9M (34.9%).
 - Proposed transfer of gross capital expenditure from 2011/12 to 2012/13 of £22.0M, of which £8.4M is externally funded.
16. Directorate Under Spend Summary
17. The main areas of under spend are:
18. Adult Social Care
£4.3M, mainly as a result of work continuing on the NHS campus closure and delays to works at the Timberlands and Chiltern View travellers' sites. This represents 35% of the approved budget.
19. Children's Services
£7.3M, largely due to the timing of Schools Capital Maintenance grant funded expenditure and work on Roecroft Lower School relocation and All Saints Academy. This represents 24% of the approved budget.
20. Sustainable Communities
£5.3M across a broad range of schemes including Flitwick and Dunstable town centre regeneration. This represents 17% of the approved budget.
21. Corporate Services
£4.3M across a significant number of schemes, mainly relating to property and ICT. This represents 58% of the approved budget.

22. Detail of Capital Programme 2011/12

23. The summary outturn by directorate is given at Appendix A. An explanation of the balances is shown in the table below.

£000s	Gross Expenditure	External Funding	Net CBC Contribution
Full Year Variance	(21,543)	11,209	(10,334)
Over / (Under) Spend on work completed	1,106	(583)	1,689
Total variance to original estimate	(22,649)	10,626	(12,023)
Proposed transfer to 2012/13	22,289	(8,693)	13,596
Balance	(360)	1,933	1,573

24. The balance figures are the result of:

- re-forecasting of scheme costs since the original approval in November 2011;
- variances from the anticipated levels of both ring-fenced and non-conditional external funding available;
- increased residual commitments on schemes recently completed; and
- not pursuing schemes already approved due to changing circumstances or priorities.

25. A full list of capital schemes undertaken during 2011/12 is given at Appendix B. This contains additional information on reasons for variances.

26. A list of the Top 20 schemes across directorates is given at Appendix C. Details of the progress made in delivering these schemes is contained in the Appendix.

Appendices:

Appendix A – Summary outturn by directorate

Appendix B – Full list of capital schemes

Appendix C – Top 20 schemes

Background Papers: (open to public inspection)

None

Appendix 1
CENTRAL BEDFORDSHIRE CAPITAL PROGRAMME 2011/2012
Summary outturn by directorate

Title and Description of the Scheme	Revised Capital Programme- Approved by Executive 15th November 2011			Provisional outturn			Full Year Variance			Over / under spend			Transfer to 2012/13		
	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s
Social Care, Health and Housing	9,527	(6,153)	3,374	5,209	(1,154)	4,055	(4,318)	4,999	681	(139)	27	(112)	3,697	(2,956)	741
Children's Services	30,750	(27,985)	2,765	23,495	(21,036)	2,459	(7,255)	6,949	(306)	(189)	177	(12)	7,066	(6,772)	294
Sustainable Communities	31,655	(18,041)	13,614	26,358	(19,057)	7,301	(5,297)	(1,016)	(6,313)	1,741	315	2,056	7,077	1,293	8,370
Assistant Chief Executive Resources	6,874	(279)	6,595	2,732	(88)	2,644	(4,142)	191	(3,951)	(14)	64	50	4,133	(132)	4,001
Assistant Chief Executive People & Organisation	512	0	512	319	0	319	(193)	0	(193)	(3)	0	(3)	190	0	190
Corporate Costs	2,078	(66)	1,992	2,030	0	2,030	(48)	86	38	0	0	0	126	(126)	0
Total excluding HRA	81,396	(52,544)	28,852	60,143	(41,335)	18,808	(21,253)	11,209	(10,044)	1,396	583	1,979	22,289	(8,693)	13,596
Housing Revenue Account	5,056	0	5,056	4,766	0	4,766	(290)	0	(290)	(290)	0	(290)	0	0	0
Total Capital Programme	86,452	(52,544)	33,908	64,909	(41,335)	23,574	(21,543)	11,209	(10,334)	1,106	583	1,689	22,289	(8,693)	13,596

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Appendix 2

CENTRAL BEDFORDSHIRE CAPITAL PROGRAMME 2011/2012
Full list of capital schemes

Title and Description of the Scheme	Revised Capital Programme - Approved by Executive, 15th November 2011			Provisional outturn			Full Year Variance			Over / under spend			Transfer into 2012/13			Explanation of significant variances (Actual compared with the budget) and justification for approving slippage.
	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	
Disabled Facilities Grants Scheme The project is the provision of mandatory Disabled Facilities Grants (DFG's) funding to adapt homes of people with disabilities to meet their specific needs.	3,370	(688)	2,782	3,066	(704)	2,362	(304)	(116)	(420)	0	(304)	(116)	(420)	(116)	(420)	Increased grant income and contributions from residents, together with a delay in some approvals whilst budget was approved. Business case currently being prepared to increase officer resources to enable this to be spent in 12/13.
Renewal Assistance The project is the provision of grant or loan assistance in accordance with Central Bedfordshire Council's Private Sector Housing Renewal Policy, to help the most vulnerable people in the area to repair or improve their homes to make them safe, warm and healthy.	244	(44)	200	131	(20)	111	(113)	24	(89)	0	(113)	24	(89)	24	(89)	Difficult to gauge demand for what is often emergency assistance. Following promotion of the Warmer Homes Scheme in 11/12 it is anticipated that there will be greater demand for Home Improvement Assistance in 12/13.
NHS Campus Closure The NHS Campus Closure Programme is backed with NHS Capital funding, to provide up to date and future proofed accommodation for people with severe Learning Disabilities care homes which were commissioned by the former Bedfordshire Health Authority in the early 1990's. Due to the limitations of these existing buildings to be adapted or refurbished, they are unable to provide a supported living model and alternative tenancy based accommodation is being developed. The programme was started in 2007 by the legacy authority - Bedfordshire County Council. CBC now acts as the agent for all 3 authorities - Bedford Borough, Luton Borough and Central Bedfordshire. The scheme is intended to provide much more individual living space, enabling personalised care and support to promote independence. The programme has achieved measurable increases in practical independence of individuals such as cooking, shopping and taking care of their own space within their flats with Support. Tenants who have moved to the new flats are less disturbed at night and require less n	4,430	(4,430)	0	1,803	0	1,803	(2,627)	4,430	1,803	0	(2,169)	2,169	0	(2,169)	0	
Timberlands and Chiltern View Gypsy and Traveller Sites Timberlands is in poor condition, there are public health issues and refurbishment is long overdue resulting in tensions relating to site management. Grant has been secured for 75% of proposed costs.	931	(699)	232	0	0	0	(831)	699	(232)	0	(931)	699	(232)	699	(232)	No spend at site as final tenants were not removed until Jan / delay in decision on number of pitches. Contractor currently being procured.
Empty Homes The project is the provision of funding to undertake capital works to long term empty properties that are subject to enforcement action by the Council. The enforcement action would be compulsory purchase of empty dwelling management orders.	200	(40)	160	48	0	48	(152)	40	(112)	40	(152)	40	(112)	40	(112)	Delays due to legal process and challenge by owner.
Social Care IT Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Mental Health Single Capital Pot	0	0	0	161	(430)	(269)	161	(430)	(269)	0	0	0	0	0	0	

11,604	(11,456)	148	8,686	(8,537)	149	(2,918)	2,919	1	0	0	0	(2,918)	2,918	0	
231	(199)	32	283	(282)	1	52	(83)	(31)	76	(107)	(31)	(24)	24	0	
322	0	322	369	-19	350	47	(19)	28	47	(19)	28		0		
938	(938)	0	2,866	(2,667)	(1)	1,728	(1,729)	(1)	1,728	(1,729)	(1)		0		
114	(114)	0	298	(298)	0	184	(184)	0	184	(184)	0		0		
349	(349)	0	318	(319)	(1)	(31)	30	(1)			0	(31)	31	0	
110	(110)	0	0	0	0	(110)	110	0	(110)	110	0		0	0	
<p>All Saints Academy. The project includes the rebuild and refurbishment of buildings previously comprising of the former Northfields Technology College, now All Saints' Academy. Durable as part of the previous Government's Academy programme.</p> <p>Teaching / Learning Practical Food Skills at KS3 at Gilbert Ingfield and Parkfields Middle Schools.</p> <p>Gilbert Ingfield and Parkfields Middle Schools are to be provided with a new purpose-built practical Food room. The new facilities will enable the Schools to meet a compulsory entitlement that every 11-14 year old pupil in all maintained schools across the country be able to cook a range of simple, nutritious meals from basic ingredients from September 2011.</p> <p>Adaptus / Health & Safety Programme of asbestos removal in schools and various Health & Safety related improvements including a programme of fire alarm upgrades in schools, gas safety shut off systems in school kitchens, electrical safety issues, glazing upgrades and bunding for oil tanks. These programmes are informed by results of stock condition surveys and fire authority inspections.</p> <p>Schools Devolved Formula Capital This funding is for schools to use on capital condition / improvement work on their buildings in line with the priorities in their School Improvement Plan (SIP) and within the context of the School's Asset Management Plan (AMP). The grant is fully devolved to the schools through a national formula.</p> <p>Childrens Centres (General Sure Start Grant) - Non School Children's Centres projects: 8 new phase 3 centres, major extension to a phase one centre (The Farm Lower School), improvements to 2 phase two centres. A small proportion of the grant is directed for use on 'strategic maintenance', this includes invest to save through boiler replacement, Childcare Projects, 7 new preschools, small capital grants awarded by multi-agency panel to preschools and childminders.</p> <p>Short Breaks (AHDG) This is ring fenced capital funding which is provided through the Sure Start Grant. It is specifically to support the transformation of services to disabled children and their families, in particular the provision of short breaks. From April 2011 it will be a duty on the Local Authority to provide short breaks for carers of disabled children. Includes Integrated Youth Support.</p> <p>Standards Fund for Extended Schools A new preschool at Maple Tree Lower School. Funding has been withdrawn for other projects but may be reinstated. CBC have yet to be advised.</p>															

50	0	50	9	0	9	(41)	0	(41)	(31)	(10)	(10)	
100	0	100	-	0	0	(100)	0	(100)	0	(100)	0	
0	0	0	17	(17)	0	17	(17)	0	17	0	0	
13	(13)	0	13	(13)	0	0	0	0	0	0	0	
14	0	14	10	7	17	(4)	7	3	(4)	3	0	
47	0	47	30	0	30	(17)	0	(17)	0	(17)	0	
0	0	0	16	(16)	0	16	(16)	0	16	0	0	
0	0	0	20	(20)	0	20	(20)	0	20	0	0	
0	0	0	13	(13)	0	13	(13)	0	13	0	0	
0	0	0	5	(5)	0	5	(5)	0	5	0	0	
0	0	0	198	(198)	0	198	(198)	0	198	0	0	
0	0	0	13	(13)	0	13	(13)	0	13	0	0	
30,750	(27,985)	2,765	23,495	(21,036)	2,459	(7,255)	6,949	(306)	(189)	6,772	(294)	

138	0	138	91	0	91	(47)	0	(47)	0	(47)	(47)	
0	0	0	17	0	17	17	0	17	17	0	0	
50	0	50	2	0	2	(48)	0	(48)	0	(48)	(48)	
1,866	(1,030)	836	1534	(1,686)	(152)	(332)	(656)	(988)	0	(332)	(988)	
100	0	100	13	0	13	(87)	0	(87)	0	(87)	(87)	
33	0	33	8	0	8	(25)	0	(25)	0	(25)	(25)	
330	0	330	411	(64)	347	81	(64)	17	81	0	0	
75	0	75		(11)	(11)	(75)	(11)	(86)	0	(75)	(86)	
51	0	51	51	0	51	0	0	0	0	0	0	

Luton Dunstable Busway Dunstable Town Centre Bus Loop - Court Drive Strategic Infrastructure Projects	450	0	450	174	0	174	0	(276)	0	(276)	0	(276)	(276)
Luton Dunstable Busway The Luton Dunstable busway scheme comprises a mainly guided busway between Blackburn Road in Houghton Regis and London Luton Airport with on street bus priority measures in the centres of Luton and Dunstable and on Kimpson Road.	30	0	30		0	(30)	0	(30)	0	(30)	0	(30)	(30)
Luton Northern Bypass Strategic Infrastructure Projects To significantly improve traffic congestion, road safety and road base accessibility condition in the northern part of Luton and Central Bedfordshire area.	10	0	10	64	(52)	12	54	2	(52)	2	54	2	0
Outdoor Access and Greenspace Improvement Projects To improve and enhance access to the countryside under the Countryside and Rights of Way Act 2000. The Council also has a statutory requirement to prepare and deliver an Outdoor Access Improvement Plan (OAIIP). The Council is currently responsible for managing (or managing in partnership) some 60 Countryside and Heritage sites.	667	(100)	567	521	(34)	487	(146)	(80)	66	(80)	(66)	66	(80)
Ridgmont Bypass Residual Costs Rights of Way Network and Countryside and Heritage Sites - Structural Renewal and Improvement Works Option 1 To protect and maintain the public ROW, network under the Highways Act 1980, and comply with DDA requirements. Funding is needed for critical works and to replace some of the 1400 bridges which form part of the network and for the structural renewal of paths themselves.	56	0	56	-648	171	(477)	(704)	171	(533)	0	(533)	0	(533)
Section 278 Schemes Delivery of highway works required under planning permissions of various developments throughout Central Bedfordshire.	3,337	(4,183)	(846)	2221	(1,455)	766	(1,116)	1,612	2,728	1,612	(1,116)	2,728	0
Transport Infrastructure Development (Luton/Dunstable Busway-Preliminary work)	0	0	0	28	(52)	(24)	28	(52)	(52)	(24)	28	(52)	0
Woodside Connection - Strategic Infrastructure Projects Road link from the proposed M1 J11a to Porz Avenue providing traffic relief to the town centres of Dunstable and Houghton Regis and enabling the development north of Houghton Regis.	214	(214)	0	211	44	255	(3)	255	258	0	(3)	258	255
Sancton/Blunwater Landfill Sites To comply with statutory requirements in the restoration of the site.	190	0	190	38	0	38	(152)	0	(152)	0	(152)	0	(152)
Waste & Recycling Containers Provision of replacement bins and containers.	140	0	140	175	(20)	155	35	(20)	15	15	35	(20)	0
Waste Infrastructure Grant	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Sustainable Communities	31,655	(18,041)	13,614	26,358	(19,057)	7,301	(5,297)	(1,016)	315	2,056	1,741	(7,077)	(6,370)

CBC Corporate Property Rolling Programme (R.) includes Improvement and Development of the corporate estate and capital maintenance. The requirement for 2011/12 is calculated to be c. £3m, of which £1m will be covered by additional slippage from 2010/11.	1,456	0	1,456	287	0	287	(1,169)	0	(1,169)	0	(1,169)	0	(1,169)
													All slippage is assigned against a project.

Amphill Court House - (Originally shown in the Corporate Property Block)	150	0	150	1	0	0	(149)	0	(149)	0	(149)	0	(149)	0	(149)	0	(149)	0	(149)	Business Case for £600k signed off, to be delivered in 12/13
Priority House - (Originally shown in the Corporate Property Block)	212	0	212	3	0	0	(209)	0	(209)	0	(209)	0	(209)	0	(209)	0	(209)	0	(209)	Business Case to be agreed with Cllr Wenham, design work continues
Houghton Lodge/Regis - (Originally shown in the Corporate Property Block)	74	0	74	0	0	0	(74)	0	(74)	0	(74)	0	(74)	0	(74)	0	(74)	0	(74)	This should be two projects as Houghton Lodge and Houghton Regis Day Centres (£22k) are separate projects. Overall Business Case signed off. Projects to complete in 12/13 due to late sign off of Business Case
Libraries - (Originally shown in the Corporate Property Block)	371	0	371	13	0	0	(358)	0	(358)	0	(358)	0	(358)	0	(358)	0	(358)	0	(358)	Business Case for Leighton Buzzard library signed off in Mar, delayed due Adult Learning projects at this site. Other works cover by over arching Business Case. All anticipated to be delivered on site by end of autumn
Carbon Reduction Improvements (Originally shown in the Corporate Property Block)	330	0	330	0	0	0	(330)	0	(330)	0	(330)	0	(330)	0	(330)	0	(330)	0	(330)	Business Case signed off late in year, most works now ordered and many are underway
Walling House - (Originally shown in the Corporate Property Block)	171	0	171	73	0	0	(98)	0	(98)	0	(98)	0	(98)	0	(98)	0	(98)	0	(98)	Slippage highlighted last Sept due the works to the heating system needing to be completed in the summer.
Slisoe Horticultural Centre	66	0	66	1	0	0	(65)	0	(65)	0	(65)	0	(65)	0	(65)	0	(65)	0	(65)	Business Case only for Oil tanks completed £10k, this should go out to tender this week. Rest of works awaited confirmation that the centre would not close in the Adult Social Care Review. Assets have now received confirmation and Business Case will shortly be drafted for the
Ariseev - (Originally shown in the Corporate Property Block)	123	0	123	0	0	0	(123)	0	(123)	0	(123)	0	(123)	0	(123)	0	(123)	0	(123)	Business Case signed off, the majority of the works are now complete (May 12).
Tudorfoot Leisure Centre (Originally shown in the Corporate Property Block) - paths and car parking	176	0	176	0	0	0	(176)	0	(176)	0	(176)	0	(176)	0	(176)	0	(176)	0	(176)	Works are still required at this site to parking area, Assets currently scoping works in order to bring forward the Business Case.
Priority Houses (Originally shown in the Corporate Property Block) - car parking	0	0	0	0	0	0	(96)	0	(96)	0	(96)	0	(96)	0	(96)	0	(96)	0	(96)	N/A
ICT Infrastructure - Professional Services (from Rolling Programme)	96	0	96	0	0	0	(96)	0	(96)	0	(96)	0	(96)	0	(96)	0	(96)	0	(96)	N/A
ICT Infrastructure - Hardware (from Rolling Programme)	235	0	235	240	0	0	(235)	5	(235)	5	(235)	5	(235)	5	(235)	5	(235)	5	(235)	Expenditure reflects both software and hardware costs allocated to C136.
ICT Infrastructure - Software (from Rolling Programme)	240	0	240	5	0	0	(64)	64	(64)	64	(64)	64	(64)	64	(64)	64	(64)	64	(64)	N/A
Enterprise Content Management (KEY-ECM) Implementation To deliver a single Enterprise Content Management (KEY ECM) system for Central Bedfordshire that will: • create a central secure records management storage repository for all business critical electronic (and paper) documents; • act as a central email archive underpinning compliance and regulatory requirements.	150	0	150	0	0	0	(99)	0	(99)	0	(99)	0	(99)	0	(99)	0	(99)	0	(99)	This project is continuing - under construction - slippage will need to be retained - the project plan is under review hence the slippage.
CBC Network (NEW) Move of 1000 users off BBC network	148	0	148	158	0	0	10	10	10	10	10	10	10	10	10	10	10	10	10	N/A
Data Centre Migration (NEW) To provide CBC with a data centre that is not susceptible to power outages	0	0	0	0	0	0	(66)	0	(66)	0	(66)	0	(66)	0	(66)	0	(66)	0	(66)	N/A
ICT Time Recording System (NEW) To enable effective project charging	66	0	66	0	0	0	(66)	0	(66)	0	(66)	0	(66)	0	(66)	0	(66)	0	(66)	N/A
SAP Optimisation- Financial Forecasting	200	0	200	25	0	0	(175)	0	(175)	0	(175)	0	(175)	0	(175)	0	(175)	0	(175)	Underspend results from SAP development put on hold in 11/12 pending the SAP Optimisation project. Slippage requested for the £175k to cover additional Capex costs for possible retention of contractor Business Analysts due to recruitment difficulties
SAP Optimisation- Implementation of Manager & Employee Self Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N/A
Children's Case Management System (NEW)	1,003	0	1,003	864	-5	859	(139)	(5)	(144)	(5)	(144)	(5)	(144)	(5)	(144)	(5)	(144)	(5)	(144)	This project is continuing - under construction - slippage will need to be retained - additional 200k confirmed also allocated new for 2012-2013 (viement from CS and new capital allocation)

Appendix 3
CENTRAL BEDFORDSHIRE CAPITAL PROGRAMME 2011/2012
Top 20 Schemes

Title and Description of the Scheme	Commentary: What has been delivered to date; The extent to which the project was dependent on contributions including funding from third parties and what steps were being taken to facilitate or expedite those contributions; Anticipated next steps.	Revised Capital Programme - Approved by Executive 15th November 2011			Provisional outturn			Full Year Variance			Over/ under spend			Transfer to 2012/13	
		Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s	Net Expenditure £000s	Gross Expenditure £000s	External Funding £000s
All Saints Academy The project includes the rebuild and refurbishment of buildings previously comprising of the former Northfields Technology College, now All Saints Academy, Dunstable, as part of the previous Government's Academy programme.	The project is midway through its construction phase. The project is externally funded by the DIE other than a commitment given by the Council's Executive to contribute £300k of its own costs. The project is not reliant on other third party income. The new school is expected to be open from September 2012.	11,604	(11,456)	148	8,686	(8,537)	149	(2,916)	2,919	1	0	(2,918)	2,918	0	0
Schools Capital Maintenance (Formerly New Deal for Schools Modernisation) Maintenance funding is currently the only funding source for the schools estate. It would also be expected to be used to address the highest priority.	The 11/12 programme was agreed in March 2011 and the total estimated cost of works is £5.2M, the remainder of the budget allocated for fees, capitalised salaries and contingency. Of 51 approved projects within the original programme, 27 are now complete with a further 16 projects in progress. The programme will be further technical detail to define the extent of works required. The project is externally funded by DIE grant but does require schools to contribute to the cost of works, as set out in a formula contained within the Scheme for Financing Schools. These contributions are invoiced once planned works are complete. The programme is currently forecast to be completed within the financial year, although there is no expenditure deadline on the grant itself. The 12/13 programme is being drafted but with a much reduced funding envelope as a result of Academy capital held centrally.	7,804	(6,993)	811	4,867	(4,096)	811	(2,937)	2,937	0	0	(2,937)	2,937	0	0
Reocraft Lower Redcoats This project is to provide Reocraft Lower School in 2011 with a new roof and new windows to meet the local growth area, meeting the Council's statutory obligations.	The school opened on time, on its new site in September 2011. The project was externally funded by DIE grants and s106 income. The project is now in its defects liability period.	5,967	(5,967)	0	3,223	(1,223)	2,000	(2,744)	4,744	2,000	(2,638)	(106)	106	0	0
NHS Campus Closure The NHS Campus Closure Programme is backed with NHS Capital funding, to provide up to date and future proofed accommodation for people with severe Learning Disabilities care homes which were commissioned by the former Bedfordshire Health Authority in the early 1990's. Due to the limitations of these existing buildings to be adapted or refurbished, an alternative long term care and accommodation is being developed. The programme was started in 2007 by the legacy authority - Bedfordshire County Council. CBC now acts as the agent for all 3 authorities - Bedford Borough, Luton Borough and Central Bedfordshire. The scheme is intended to provide much more individual living space, enabling personalised care and support to promote independence. The programme has achieved measurable increases in care and support to promote independence. The programme has also achieved measurable increases in cooking, shopping and taking care of their own space within their flats with Support. Tenants who have moved to the new flats are less disturbed at night and require less night care.	The available grant is circa £1.1m which includes recycled capital from sale of assets. Since the beginning of the scheme, the authority has spent nearly £4.5m on refurbishing and building new properties. To date, the programme has completed/delivered 10 schemes (69 units of accommodation) with a further 2 schemes expected to be completed by February 2012 providing 13 further units of accommodation. Most of the properties are now occupied but there have been delays with clients moving in due to the vulnerability of clients, establishing a route for those without a full Mental Capacity in relation to the tenancy and installation of Assistive technology aids and adaptations that are client specific. The programme was initially time limited to set out a new care model for people with severe Learning Disabilities. The programme has been given the go ahead to be delivered within the special fund for the recycling of NHS Capital and the availability of Housing Association Borrowings, the Programme Capital Lead works closely with the Housing Associations and PCT.	4,430	(4,430)	0	1,803	0	1,803	(2,627)	4,430	1,803	0	(2,169)	2,169	0	0
Highways Structural Maintenance Block (B, E, G, H) These schemes facilitate growth by ensuring that transport links are maintained to an acceptable standard and to create safer communities by reducing accidents caused by poor road and footway maintenance.	At the end of December 2011 we had delivered 4.2km of road resurfacing and 7km of footway surfacing. Highways works completed up to 31/12/11:- • A Roads - 17.1k • B Roads - 3.3k • C Roads - 7.9m • U/C - 13.7k	3,857	(3,857)	0	5,222	(4,298)	924	1,365	(441)	924	1,365	(441)	924	0	0

<p>Delivered to date: Acquisition of key strategic landholding to enable the Council to play an active part in delivering the regeneration and development, together with 4 further land purchase options</p> <ul style="list-style-type: none"> • Specialist consultants JLL appointed to advise the Council on land purchases, negotiations with other key stakeholders and identification of potential end users (retail) and developers • Member Steering Group set up to support and advise the project <p>£3.25m spend in 2011/12, the majority being OAP funded. Most will be spent in 2011/12, with some small spillage to 2012/13</p>	3,411	(3,398)	13	3,207	(3,220)	77	(104)	168	64	(42)	106	64	(62)	62	0
<p>Disabled Facilities Grants Scheme</p> <p>The project is the provision of mandatory Disabled Facilities Grants (DFGs) funding, to adapt homes of people with disabilities to meet their specific needs.</p>	3,370	(688)	2,782	3,066	(704)	2,382	(304)	(116)	(420)	(304)	0	(304)	(116)	(420)	(420)
<p>Section 278 Schemes</p> <p>Section 278 highway schemes are improvement schemes within the public highway which are funded by the developer. The developer is responsible for the design and construction of the development and reaches the stage where the highway works need to be undertaken. The developer will either undertake those works themselves, or through the legal agreement, will pass money to the Council's highway contractor, Arney, for those works to be undertaken. This item is totally funded by third parties (developer funding). To date, 24 schemes either have been or are being delivered, including the Millbrook roundabout (as part of the Center Parks development) and Lodge Road mini roundabout and road widening in Cranfield as part of a residential development.</p>	3,337	(4,183)	(846)	2,221	(1,455)	766	(1,116)	2,728	1,612	(1,116)	2,728	1,612	(323)	(1,974)	0
<p>Dunstable A5/M1 Link Road Strategic Infrastructure</p> <p>Process Funding allocated to assist the Highways Agency deliver on a new strategic road link, critical to the proposals around Dunstable and Houghton Regis.</p>	3,026	(3,026)	0	3,466	(5,000)	(1,534)	440	(1,974)	0	440	0	440	(1,974)	(1,534)	(1,534)
<p>Highways Structural Maintenance Additional Expenditure</p> <p>Schemes brought forward to 2011/12 from 2012/13 as agreed by Council November 2011.</p>	3,000	0	3,000	2,677	0	2,677	(323)	0	(323)	0	0	(323)	0	(323)	(323)
<p>Redundancy/Capitalisation Directive</p>	1,992	0	1,992	1,992	0	1,992	0	0	0	0	0	0	0	0	0
<p>Dunstable Community Football Development</p> <p>Increased provision of community football pitches, BMX track, stadium, changing and community use facilities. Projects mainly funded by section 106 developer contributions and Football Foundation Grant.</p>	1,866	(1,030)	836	1,534	(1,686)	(152)	(332)	(656)	(989)	(332)	0	(332)	(656)	(989)	(989)
<p>Flitwick Land Purchase</p> <p>Further land assembly for the Town Centre Regeneration Scheme.</p>	1,850	0	1,850	0	0	0	(1,850)	0	(1,850)	0	0	(1,850)	0	(1,850)	(1,850)
<p>Dunstable Town Centre Regeneration Phase 1</p> <p>The project will provide a land assembly solution which will greatly assist in the delivery of the Dunstable Town Centre Masterplan.</p>	1,500	0	1,500	57	(75)	(18)	(1,443)	(75)	(1,519)	57	(75)	(1,500)	(18)	(1,500)	(1,500)
<p>CBC Corporate Property Relinquishment (R1)</p> <p>Details of the Relinquishment Projects only signed off by Portfolio Holder on 3rd Oct 2011. The projects are: 1. The Relinquishment of the assets schemes, and forecast to complete before the end of the financial year. There is no dependency on external third party funding. It is proposed to also unspent balances into 2012/13.</p>	1,456	0	1,456	287	0	287	(1,169)	0	(1,169)	0	0	(1,169)	0	(1,169)	(1,169)

<p>Highways Integrated Schemes (R) The draft Local Transport Plan 3 sets out a programme of improvement works such as 'shared space' road layouts to deliver the Council's priorities for managing growth, reducing congestion, creating safer communities and promoting healthier lifestyles. Government grant is available to almost cover the entire cost of this programme.</p>	<p>Progress on Integrated Transport schemes by LAMP area: Akeley/Stoford 72% of schemes complete including walking/cycling Akeley/Stoford and zebras at Etonbury Middle School Biggleswade/Sandy 50% of schemes complete including public transport infrastructure Big/Sandy and walking and cycling routes to and from local areas Biggleswade. Leighton 75% of schemes complete including Leighton High Street shared space and bus stop improvements Leighton Dunstable/Houghton Regis 50% of schemes complete including 20mph speed limit extends to the area south-west and north-west of A5, and Poynters Road weight limit is still out for consultation. 283 installations have occurred to mid December 2011, with a further 84 to follow by year end. The predicted outturn is very close to budget. Carefully monitored with long term suppliers. HRA funded.</p>	1,474	(1,464)	10	632	(1,469)	(837)	(842)	(847)	(5)	(842)	(847)	(115)	(209)	0
<p>Central Heating Installation (HRA) Delivery of affordable warmth and improvement to thermal comfort while reducing harmful emissions.</p>	283 installations have occurred to mid December 2011, with a further 84 to follow by year end. The predicted outturn is very close to budget. Carefully monitored with long term suppliers. HRA funded.	1,100	0	1,100	1,215	0	1,215	115	115	0	115	115	0	0	0
<p>Kitchens and Bathrooms (HRA) Early programme of works to meet Decent Home Standards and institute remedial action.</p>	Progress affected due to withdrawal of two of the three contractors. There have also been delays in the programme of works. The programme is now completed by 31/3/12. We have since appointed a new additional contractor. Expenditure is £610k (Feb), which is below profile by £190k, however this does not include some of the kitchen and bathroom installations undertaken as part of the day to day contract (to be capitalised). The prediction is to spend of £1.1m by 31/3/12 using the two remaining contractors. HRA funded.	1,100	0	1,100	1,253	0	1,253	153	153	0	153	153	0	0	0
<p>Highways Street Lighting Maintenance Backlog (R) All corroded lighting columns in danger of collapse will be replaced. In addition, the lanterns on sound columns will begin to be replaced with more reliable, efficient and longer lasting varieties. This will reduce the Council's exposure to risk and allow savings on maintenance and energy costs.</p>	Delivery to date is as follows: • Number of Lanterns replaced = 3762 • Number of Structurally defective columns replaced = 520 • Number of Electrical Test Certificates completed = 3762 • Number of Insulative pole brackets (street lights on wooden pole) = 156 • Number of KY Hours saved = 648,941	1,054	0	1,054	1,031	0	1,031	(23)	(23)	0	(23)	(23)	0	0	0
<p>Children's Case Management System</p>	The software has been installed and configured on a development environment. All hardware for the live system is installed and ready, interfaces to SAP, ECM and Swift are in development and The data cleansing of data on Swift for transfer continues. These scanners are on order to enable existing paper records to be digitised. Will go live in April 2012. No contributions from third parties. Next steps are: User training, user testing, data migration from swift and live operation.	1,003	0	1,003	864	(5)	859	(139)	(144)	(5)	(144)	0	(144)	(144)	(144)
<p>Total of the top 20 schemes</p>		64,201	(46,392)	17,809	47,740.3	(31,738)	15,685	(16,798)	14,654	(2,144)	6,951	3,980	(13,853)	5,685	(7,926)

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Meeting: Executive
Date: 3 July 2012
Subject: Towards Excellence in Adult Social Care
Report of: Cllr Mrs Carole Hegley, Executive Member for Social Care, Health and Housing
Summary: To inform the Executive of the significant achievements made in Adult Social Care, and the subsequent sector wide recognition received from the Towards Excellence in Adult Social Care Board.

Advising Officer: Julie Ogle, Director of Social Care, Health and Housing
Contact Officer: Jackie Woods, Service Development Team Leader
Public/Exempt: Public
Wards Affected: All
Function of: Executive
Key Decision No
Reason for urgency/ exemption from call-in (if appropriate) N/A

CORPORATE IMPLICATIONS

Council Priorities:

The Councils Adult Social Care services contribute towards improving the quality of life of all in Central Bedfordshire, specifically by:

- Promoting health and well-being and protecting the vulnerable;
- Enhancing Central Bedfordshire; and
- Value for money

Financial:

1. Financial implications were met from existing budgets.

Legal:

2. Not applicable.

Risk Management:

3. There were a range of specific reputational, operational and technical risks identified, related to the improvement plans. Robust Risk and Change Management strategies were devised to ensure mitigating actions were developed and implemented.

Staffing (including Trades Unions):

4. The Adult Social Care workforce has been realigned to the future needs of residents within CBC. The review and subsequent implementation was undertaken with the support of HR and Union representatives.
5. It is anticipated that structures will continually be evaluated to validate appropriateness.

Equalities/Human Rights:

6. Public Authorities must ensure that decisions are made in a way which minimises unfairness and without a disproportionately negative impact on people from different ethnic groups, disabled people, women and men. An Equalities Impact Assessment was not appropriate at Programme level.
7. However, there were Equalities and Human Rights implications related to the implementation of a number of the milestones from across the improvement programme. Where appropriate Equality Impact Assessments were completed.

Public Health:

8. Not applicable.

Community Safety:

9. Not applicable.

Sustainability:

10. Not applicable.

Procurement:

11. Not applicable.

Overview and Scrutiny:

12. Overview and Scrutiny received a report on 28 June 2010, and approved proposals for assuring sustained improvement through the establishment of the second phase of the Recovery Programme.

RECOMMENDATION:

The Executive is asked to:

1. **endorse the significant improvement in the Council's Adult Social Care services as recognised by the Towards Excellence in Adult Social Care Board.**

<i>Reason for Recommendation:</i>	<i>To recognise the progress made by the Adult Social Care services in Central Bedfordshire.</i>
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Executive Summary

13. Central Bedfordshire Council has brought about a step change in the quality of services offered, both stabilising and making substantial improvements to its Adult Social Care services. Improvements are being experienced every day by service users, carers, and partners, as well as the employees and management of the Council.
14. Confirmation has now been received from the Towards Excellence in Adult Social Care Programme Board that Central Bedfordshire is considered to have improved from the "Adequate" status assigned by the Care Quality Commission at the end of 2009/10.

Background

15. Central Bedfordshire Council inherited poorly performing services from the former Bedfordshire County Council.
16. This position was recognised early in 2009 by the new management team at the inception of the new Council, and was confirmed following the annual performance assessment carried out by the Care Quality Commission at the end of 2009/10.
17. The Management Team, with the support of the Chief Executive, the Leader, the Deputy Leader and the Executive Member for Social Care, Health and Housing implemented a recovery and improvement programme to improve the quality of the Adult Social Care services in Central Bedfordshire.
18. The Recovery and Improvement programme was established to take adult social care to safe, sustainable service delivery in the key areas of concern and was a strategic initiative to deploy focused, prioritised resources to ensure a rapid improvement in service delivery. The Programme was shared with the Care Quality Commission and the Government Office, who were in support of the approach taken.
19. The first phase of the Adult Social Care Recovery Programme was completed in June 2010 and covered eleven work streams:
 - Safeguarding
 - Mental Health Services
 - Workforce Strategy
 - Carers
 - Commissioning
 - Market and Contract Management
 - Staffing Arrangements
 - Partnerships
 - Performance Management
 - Budget
 - Financial Management

20. Phase two was commissioned to ensure sustained improvement with the deliverables managed and delivered through the following five work streams:
- Practice, standards and performance.
 - Safeguarding
 - Integrated finance and business processes
 - Shaping, stabilising and managing the adult social care market
 - Transforming people's lives
21. The second phase was formally completed in April 2012.

Improvements made to Adult Safeguarding Arrangements

22. The importance of protecting vulnerable adults was a high priority and to ensure recovery actions taken were having the desired effects and demonstrated improvement, a peer challenge by the Local Government Group was requested. The peer challenge took place in June 2011, led by John Rutherford, Director of Adult & Community Services for Bolton Council.
23. The review confirmed that the self assessment undertaken by the Council was a true reflection of progress made to date and that **“the Director and her team have given clear leadership through these difficult times by identifying the importance of good practice and initiating a number of processes and procedures to achieve this goal. The processes are good, clear and effective, and there is now an understanding of the importance of safeguarding throughout the service and in partner organisations. There is clear political leadership and support for the safeguarding agenda.”**
24. The Safeguarding Peer Challenge report reflected that there were really good foundations upon which the Council can seek to build.

Improving from Adequate

25. The national Towards Excellence in Adult Social Care Programme Board provided a process of peer challenge and review which could be used to obtain recognition of the improvements achieved by those Councils rated as adequate.
26. On engagement with the Programme Board a Peer Director, Mick Connell, Director of Adults and Community in Leicestershire, was appointed to provide further independent challenge to the overall recovery and improvement of the Councils Adult Social Care services.
27. The Director met with Members, the Management Team, Providers and customers in forming a view about the improvements that the Council had made: **“I have been impressed by the work undertaken in CBC to improve adult social care services. I am confident from my information gathering, discussions and observations that the council is now performing “well” overall. In my view, the council continues to make good progress and will be able to sustain this in the future.”** The report is attached as Appendix A – Peer Challenge Report.

28. On 23 March 2012, the Director of Social Care, Health and Housing presented Central Bedfordshire Council's case for improvement along with the assessment made by the Peer Director to the Towards Excellence in Councils' Adult Social Care Programme Board (TEASC).
29. The TEASC Board recognised that the Council has made sustainable improvements over the last three years and that the improvements are embedded in the work of the council and its partners and will be sustained. They also endorsed the contribution the authority is making in terms of supporting other councils locally and nationally. The strong and determined leadership shown by the Director and Elected Members in bringing about the improvements was acknowledged.
30. The formal letters of acknowledgment are attached at Appendix B – Letter from the Towards Excellence in Councils' Adult Social Care programme board to the Director, SCHH, and Appendix C – Letter from the Towards Excellence in Councils' Adult Social Care programme board to the Leader.
31. It is pleasing that the Council's adult social care services are no longer regarded as "adequate". However, there is no room for complacency and the improvement approach continues so that services are brought to a standard that will enable delivery of the highest quality, sustainable services to meet the needs of residents of Central Bedfordshire.

Appendices:

Appendix A – Peer Challenge Report

Appendix B – Letter from the Towards Excellence in Councils' Adult Social Care programme board to the Director, SCHH

Appendix C – Letter from the Towards Excellence in Councils' Adult Social Care programme board to the Leader

Background Papers: None

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CENTRAL BEDFORDSHIRE COUNCIL

PEER CHALLENGE REPORT

MARCH 2012

PEER CHALLENGER - MICK CONNELL

1. INTRODUCTION

- 1.1 Central Bedfordshire Council (CBC) was formed in April 2009. A legacy of poor performance was inherited from the former Bedfordshire County Council, which had been designated as 'Priority for Improvement' by the Department of Health.
- 1.2 The current Director joined CBC in January 2009 to lead the improvement journey. Following the 2008/09 Annual Performance Assessment, CQC recognised that CBC knew the challenge ahead and that early signs of recovery were apparent.
- 1.3 The Peer Challenger has undertaken the role on five levels:
- Review of reports and strategy documents provided by CBC.
 - Visit to CBC on 19 December 2011 to take part in a wide range of interviews with elected members and senior officers
 - Telephone conversations with improvement partners and regulators.
 - Attendance at a regional workshop on sector led improvement on 9 January 2012.
 - Visit to CBC on 13 March 2012 to meet with groups of external stakeholders (service users, carers, statutory and independent sector partners / providers).

2. LEADERSHIP

- 2.1 Leadership is a key ingredient in service improvement. The Chief Executive, Director and Lead Member, all demonstrate a very positive commitment to the improvement journey based on a realistic assessment of the position and identification of adult social care as a major priority.
- 2.2 The Director has worked very hard to change the culture and demonstrates an open, honest and visible style of leadership which has made a clear impact within the department and with external partners.
- 2.3 A strong senior team is now in place working to a common purpose. Personal development, training and communication right across the department are key elements in the improvement approach.
- 2.4 There is insight and self awareness about current performance and the challenges ahead. This, together with the measured approach to change to ensure that improvements are embedded, gives confidence that progress towards excellence will be sustained.

3. RECOVERY AND IMPROVEMENT

- 3.1 The Recovery Programme was established in October 2009 to take adult social care to safe, sustainable service delivery in the key areas of concern. Focused, prioritised resources were deployed to ensure rapid improvement.
- 3.2 Lessons learned from the first phase of the Recovery Programme were documented and used to shape phase two. Five key areas of risk to sustaining improvement were identified and acted on.

- 3.3 Enhanced performance has been achieved and is assured through a robust approach to performance management with a well developed balanced scorecard highlighting actions required. Project management skills and the necessary resources are deployed to achieve effective delivery.
- 3.4 It is clear that progress has been made in creating a stable environment in which further challenges, e.g. key commissioning strategies and market development, can be taken forward with confidence.

4. SAFEGUARDING

- 4.1 Improvements in safeguarding are evidenced in the peer review which took place in June 2011. I have spoken to the lead Director and he is very positive about what has been achieved in CBC.
- 4.2 Partners have also confirmed to me the positive impact made my CBC at the strategic level in the safeguarding adults board.
- 4.3 There has been a clear focus on improving practice and the attention to detail is impressive. A recent testament to this is that a council officer has been asked to provide support to another local authority.
- 4.4 There is a commitment to continued improvement and future objectives are laid out in a development plan following on from the safeguarding peer review. Progress is reported regularly on developments. Involving people in the development of safeguarding services, improving people's experience of safeguarding and outcomes are given high priority.

5. PARTNERSHIPS

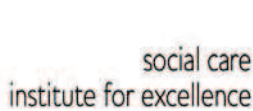
- 5.1 CBC has a mature approach to partnership working emanating from the leadership style referred to above. Comments and constructive criticism are welcomed. External partners refer to being able to have a 'grown up' conversation with CBC. Service users and carers feel that the council listens to them.
- 5.2 The Director has been keen to seek support from a range of external sources and for CBC to play a greater role in the region and improve its visibility. My conversations with improvement partners have confirmed the strength of this approach. I also attended a regional sector led improvement workshop on 9 January 2012 to support the Director in sharing CBC's experience on the improvement journey.
- 5.3 There have been marked improvements in key partnerships, e.g. with NHS organisations, with positive signs that more integrated approaches can be developed successfully in the future.

6. CONCLUSION

I have been impressed by the work undertaken in CBC to improve adult social care services. I am confident from my information gathering, discussions and observations that the council is now performing “well” overall. In my view, the council continues to make good progress and will be able to sustain this in the future.

**Mick Connell
Director of Adults and Communities
Leicestershire County Council**

14th March 2012



Julie Ogley
Director of Social Care, Health and Housing
Central Bedfordshire
Priory House
Monks Walk
Chicksands
Shefford
Bedfordshire SG17 5TQ

29 March 2012

Dear Julie,

I am writing on behalf of the Towards Excellence in Councils' Adult Social Care Board in order to confirm the outcome following your presentation to the Board on 23 March 2012. This outlined the progress Central Bedfordshire has made since the judgment by the Care Quality Commission in November 2010 that Central Bedfordshire was 'adequate'.

The Board was impressed by the rigour of the Recovery and Improvement project plan, with a Board chaired by the Chief Executive of the Council and strong member leadership provided by the Portfolio Holder for Social Care and Health with the support of the Member's Reference Group. This was clearly set out in the Position Statement and the presentation you made to the Towards Excellence Board.

Independent challenge was provided by the Peer Review of Safeguarding in June 2011 and the subsequent challenge to the overall recovery and improvement of the Council's adult social care by Mick Connell, the Director of Adults and Communities in Leicestershire, whose report was also considered by the Board. It is clear that the Council has made sustainable improvements over the last three years, and the Board fully endorse the assessment which has been made.

Throughout the process you have shown strong and determined leadership and have been instrumental in delivering the improvements which will benefit people who need care and support in Central Bedfordshire. The improvements are embedded in the work of the council and its partners, and will be sustained in the three year plan set out in the position paper. I would be grateful if you would pass on the Board's recognition of this to your management team and staff. The Board also noted the contribution they are making in terms of utilising their own experiences to support other councils locally and nationally in their improvement journey.

Yours sincerely

Richard Jones
Chair, Towards Excellence in Councils' Adult Social Care Programme Board

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Councillor James G Jamieson
Central Bedfordshire Council
Priory House
Monks Walk
Chicksands
Shefford
Bedfordshire SG17 5TQ

27 March 2012

Dear Cllr Jamieson,

Towards Excellence in Councils' Adult Social Care' is a new programme which works with councils to improve their performance in adult social care. The sector-led initiative builds on the self-assessment and improvement work already carried out by councils. The programme reports to the LGA's Community Well-being Board, of which I am Chair.

A key part of the programme is working with councils previously judged 'adequate' for adult social care by the Care Quality Commission (CQC) in its last round of assessments. Each of these councils has developed a funded improvement plan and their progress will be formally endorsed by peer challenge, amongst other mechanisms.

As you are no doubt aware, Julie Ogley, Director of Social Care, Health and Housing in Central Bedfordshire provided a presentation to the Towards Excellence in Councils' Adult Social Care programme board on 23 March. This outlined the progress Central Bedfordshire has made since the judgment by the Care Quality Commission in November 2010.

It was clear to the programme board that the Council has made sustainable improvements over the last three years and I am writing to you to confirm that the Towards Excellence programme board fully endorsed the assessment of improvements that have been made. It is also apparent that the improvements now are also embedded in the work of the council and its partners, and will be sustained in the three year plan set out in the position paper. The Board also noted the contribution your authority is making in terms of utilising its own experiences to support other councils locally and nationally in their improvement journey. This reiterates the principle of councils supporting each other, which is key to the new approach to sector led improvement.

The Board was impressed by the rigour of the outlined Recovery and Improvement project plan and in particular the member leadership this demonstrated. Strong and determined leadership has been instrumental in delivering the improvements which will benefit people who need care and support in Central Bedfordshire.

I would be grateful if you would pass on the Community Well-being Board's recognition of your Council's considerable achievement to your Cabinet and to the Council's staff.

Yours sincerely

Cllr David Rogers OBE
Chair, LGA Community Well-being Board

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Meeting: Executive
Date: 3 July 2012
Subject: Private Sector Housing Renewal Policy
Report of: Cllr Carole Hegley , Executive Member for Social Care Health and Housing
Summary: The report proposes that the draft revised Renewal Policy at Appendix B is adopted by Executive.

Advising Officer: Julie Ogley, Director of Social Care, Health and Housing
Contact Officer: Nick Costin, Head of Private Sector Housing
Public/Exempt: Public
Wards Affected: All
Function of: Council
Key Decision Yes
**Reason for urgency/
exemption from call-in
(if appropriate)** N/A

CORPORATE IMPLICATIONS

Council Priorities:

The report supports the Medium Term Plan priority "promoting health and wellbeing and protecting the vulnerable".

Financial:

1. The proposed Renewal Policy will help enable the Council to recover funding provided by the Capital Programme and so contribute towards efficiencies. The policy is clear that the provision of discretionary grants and loan assistance will be subject to the Council having sufficient resources. The Capital Programme for 2012/13 is net £150,000, which is included in the approved detailed Business Case.
2. The proposed policy includes provision to utilise an additional £190,000 of potential external funding to tackle fuel poverty. This funding will be provided as loan assistance and will also be recoverable by the Council. The intention of the proposed Policy is to ensure that the Council recovers as much financial assistance as possible through the use of loan assistance rather than grants in most cases. This will enable a greater number of residents to be assisted.

Legal:

3. The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 requires local authorities to develop, adopt and publish a policy for providing households with financial assistance to improve their homes.

Risk Management:

4. The proposed policy is based upon meeting legal requirements and includes an appeals process as required. The contextual information provided, and consultation process will help reduce risk of challenge to the Policy.

Staffing (including Trades Unions):

5. There are no direct staffing implications from this report. The draft Policy has regard to the staff expertise and resource within the Housing Service.

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 current Renewal Policy is subject to an Equalities Impact Assessment, which was approved by Equalities Forum on 25 February 2010. The draft policy is broadly similar and directly supports some vulnerable groups such as older people and people with disabilities. However, a revised Equalities Impact Assessment will be completed, to ensure that the revised policy does not adversely prejudice any particular groups and is promoted to hard to reach vulnerable groups.
8. Advice was received concerning the level of assistance to eligible Park Home residents within the Policy. Most Park Home residents are generally older people. Reducing the existing level of assistance was viewed as potentially disproportionately detrimental to older people. Consequently, the level of assistance remains consistent with the existing policy.
9. The proposal to provide Loan Assistance for certain major adaptation cases provides an additional safeguard for some disabled homeowners who cannot obtain the required adaptation under the mandatory Disabled Facilities Grant.

Public Health:

10. The proposed Policy includes proposals to tackle housing conditions that directly impact upon the health of residents. In particular, tackling fuel poverty and remedying potentially dangerous hazards are priorities within the policy.

Community Safety:

11. The Council has a statutory duty under Section 17 of the Crime and Disorder Act to do all that it reasonably can do to reduce crime and disorder in its area. The proposed assistance to help bring empty properties back into use will have a positive impact on communities where empty homes blight the neighbourhood, and the Safety Security grant could improve security of some of the most vulnerable households.

Sustainability:

12. The recommended types of assistance will help improve the sustainability of the existing housing stock. Improvements and repairs undertaken will frequently prolong the life of the home, reducing the need for households to have to move home, or for the property to have to be replaced.

Procurement:

13. All proposed forms of assistance are provided following a competitive quotation process other than urgent situations where safety is at risk.

Overview and Scrutiny:

14. This matter was considered by the Social Care, Health and Housing Overview and Scrutiny on 18 June 2012. The committee resolved:-
- 1. that the change in the policy approach to providing Loan Assistance rather than grant assistance in most cases be supported; and**
 - 2. that the draft revised Renewal Policy be presented to Executive for approval.**

RECOMMENDATION:

The Executive is asked to:

- 1. adopt the revised Private Sector Housing Renewal Policy attached at appendix B.**

<i>Reason for Recommendation:</i>	<i>To enable the Council to provide revised types of financial assistance to improve the homes of the most vulnerable households whilst ensuring that the assistance can be recovered and recycled for further improvements.</i>
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Executive Summary

15. The current Renewal Policy, adopted by Executive in March 2010, has an approach of offering traditional grants for small types of work and loan assistance for more costly types of improvement work.
16. The proposed Renewal Policy includes the provision of loan assistance rather than grants, in most cases. This enables the Council to recover and recycle funding, which in turn enables further improvement work to be undertaken.

- | | |
|-----|--|
| 17. | The proposed policy also includes the provision for the Council to impose repayment conditions to Disabled Facilities Grants (DFG) recipients of more than £5,000. |
| 18. | Overview and Scrutiny comments/recommendations are set out in paragraph 33. |

Introduction

19. The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 requires local authorities to develop a policy for providing households with financial assistance to improve their homes. The order removed previous prescriptive legislation and provided authorities with more freedom to develop financial products and innovative forms of assistance.
20. The current Renewal Policy has an approach of offering traditional grants for small types of work and loan assistance for more costly types of improvement work.
21. The current Renewal Policy has not been extensively tested since it was adopted but financial pressures and the ambition to assist more residents require that the Policy is reviewed and revised in 2012/13.

Proposed Renewal Policy

22. It is proposed that the priorities in the current policy remain largely unchanged. The highest priority remains the safety and security of the most vulnerable households. This is followed by the need to tackle fuel poverty, which is increasing following significant fuel price rises, and is consistent with the aim to reduce excess winter deaths.
23. The main change within the proposed policy is the move towards provision of loan assistance rather than grants, in most cases. This enables the Council to recover and recycle funding, which in turn enables further improvement work to be undertaken. In 2011/12, the Council recovered approximately £17,000. This will increase in future years with adoption of the new Policy. There was no disagreement to this approach within responses to the consultation on the draft, revised Policy.
24. It is proposed that the types of assistance remain largely unchanged other than being provided as loan assistance, rather than grants, in virtually all cases. The exceptions are Safety Security and Emergency Repair grants (£500 maximum) for the most urgent, quick response cases, Home Improvement Grants of up to £2,500 for Park Homes and Houseboats, and potentially Relocation assistance, to help the vulnerable households move to more suitable property (where the existing property cannot be adapted to meet needs/reduce overcrowding).
25. Land registry charges cannot be made against Park Homes, preventing a form of security for loan assistance which means that the Council should consider continuing to provide Grants in these circumstances. It is the case that Park Homes are generally occupied by older people and removing or reducing any type of assistance to Park Home residents would create an inequality, detrimental to older people.

26. Safety, Security and Emergency Repair Grants have been particularly useful to remedy urgent situations quickly. Since the current policy was approved in April 2010, the Council has completed approximately 40 of these grants, mainly for urgent repairs to electrical and gas installations.

Fuel Poverty external funding opportunities

27. The draft policy includes provision to utilise up to £190,000 of potential external funding to tackle fuel poverty. This funding will be provided as loans and will be recoverable by the Council in future years. The funding is secured for 2012/13.
28. To help tackle fuel poverty and to utilise the external funding, it is recommended that the affordable warmth assistance eligibility be widened for a limited period to make full use of this funding. This is proposed to April 2013. The proposal is to offer loan assistance to households with someone aged 65 years or more with less than £20,000 in savings.

Disabled Facilities Grant

29. The Council provides capital resources to meet the need for major adaptations for people with disabilities. Legislation enables the Council to impose repayment conditions to Disabled Facilities Grants (DFG) recipients of more than £5,000. There are some exemptions but the Council may be able to recover a level of DFG funding. It is proposed to include this option in the proposed Renewal Policy but to keep this under review.
30. The proposed Policy includes the provision of discretionary loan assistance for Disabled Facilities Grants “tops ups” in certain circumstances. This proposal is consistent with most authorities who responded in the July 2011 benchmarking survey. Specifically, for owner occupiers in financial hardship who are not able to progress a DFG due to having an assessed contribution, the Council will offer discretionary Loan Assistance to “top up” the DFG and enable works to commence.

Consultation of draft policy

31. The proposed Policy was subject to a 14 week public consultation. In comparison to the consultation of the current Renewal policy in 2009/10, the response this time was relatively small, even after a reminder was sent to Parish Councils and an extension of the time given to respond. However, the responses were generally supportive of the proposals including the move towards provision of loan assistance in most cases. Appendix A is the consultation response.
32. This consultation did provide some alternative views on the ordering of priorities. It was suggested that Priority C – (Reduction of category 1 hazards) should replace Priority B – (Reducing cases of fuel poverty). It is recommended, however, that the priority order remains due to the fact that virtually all cases of fuel poverty will also present a category 1 hazard for Excess Cold, which has shown to be the most common hazard within the housing stock.

33. The proposed policy was presented to Overview and Scrutiny on 18 June 2012. The committee supported the change in policy approach in providing Loan Assistance rather than grant assistance in most cases, and agreed that the draft revised Renewal Policy (as attached as appendix B) be presented to Executive for approval.

Appendices:

Appendix A – Renewal Policy consultation summary

Appendix B – Private Sector Housing Renewal Policy (draft v6)

Background Papers: (open to public inspection)

Central Bedfordshire Council Private Sector Housing Renewal Policy (current).
Available from Watling House or Council website

Social Care Health and Housing Overview and Scrutiny Committee Private Sector
Housing Renewal Policy report 18 June 2012

Appendix A – Renewal Policy consultation summary

Following presentation of the draft Renewal Policy to Overview and Scrutiny in October 2011, the draft policy was consulted upon for a 14 week period to February 2012.

The following stakeholders were invited to comment on the draft policy;

- All Central Bedfordshire Council Members – through information/invitation in Members newsletter.
- All Parish Councils in Central Bedfordshire. An initial invitation was followed by a reminder in early February 2012.
- Warm Homes Healthy People scheme partners (including Disability resource Centre, Age UK, Older Persons Reference Group, and NHS colleagues.
- Presentation to Landlords’ Forum.
- Inclusion on Central Bedfordshire Council website consultation pages.
- Presentation to Healthy Communities and older People Partnership Board.
- Internally to Central Bedfordshire Council Officers through Be Inspired, Connect and report consultation process.

The responses from consultation were small in number but were generally supportive of the draft policy. The responses are summarised below;

1. Popularity of recycling assistance through loans

Question 1: Is it right to recycle the assistance through loans?

Response	Number of responses
Strongly agree	1
Agree	3
Neither agree or disagree	1
Disagree	0
Strongly disagree	0

The Town and Parish Council respondent agreed that it is right to recycle the assistance to loans. The other four responses were from owner occupiers.

Question 2: If you disagree or strongly disagree with this approach please explain why?

No responses.

2. Priorities

Question 3 - As resources are finite we have identified seven priorities in case we have to make difficult decisions on how the funding is allocated. The priorities are listed below and are in order of priority with A being the highest:

A - The safety and security of older persons and other vulnerable groups, living in their home,

B - Reducing cases of fuel poverty,

C - Reduction of category 1 hazards, (with associated health related benefits) & major adaptations for people with disabilities,

D - Reducing the number of non decent homes, primarily with loan assistance that can be recycled

E - Reduction of empty homes,

F - The improvement in the thermal efficiency of the housing stock,

G - The maximising of opportunities for external funding of all types for the benefit of meeting the above priorities.

Do you think we have prioritised the above in the right order?

Yes – 3

Age UK commented “I agree with the priority setting with vulnerable people etc at the top. The list seems quite logical and sensible.”

No - 3

Question 4: If you answered no, please explain why.

- a) I would reverse B and C because the health and safety of people is more important than their financial circumstances.
- b) Cranfield Parish Council considers that E and F are most important after A.
- c) Not sure that every empty home owner can get a grant, it may encourage people to leave homes empty

In response to a) above – Fuel Poverty does have a detrimental affect on Health and Safety, which is why it is second highest priority.

In response to b) above, addressing fuel poverty will also improve thermal efficiency.

In response to c) above, the Empty Homes Loan assistance does include conditions for eligibility.

3. Effectiveness of policy

Question 5: Do you think the policy deals with the poor housing conditions that affect the most vulnerable households in Central Bedfordshire?

Yes - 6

No – 0

Question 6: If you answered no, please explain why?

No responses.

Question 7: In the policy we have listed the different types of assistance that could support people to live in decent and suitable properties for their needs (see page 16 and 20 of the policy for the definitions). In your opinion, how would you rate the effectiveness of the following forms of assistance in supporting vulnerable people to live in decent and suitable properties for their needs?

	Very effective	Effective	Ineffective	Very ineffective
Safety, Security and Emergency Repair Grant	2	3		
Home Improvement Loan Assistance		5		
Affordable Warmth Assistance		5		
Empty Homes Loan Assistance		4	1	
Home Loan Support Assistance		3	2	
Relocation Assistance		4		
Disabled Facilities Grant (mandatory)		5		
Disabled Facilities Grant (discretionary top up loan assistance)		5		

Question 8: If you answered ineffective or very ineffective above please explain why.

not sure this would work [home loan support assistance]

no good spending money on an empty home if still empty afterwards.

4. Other comments

Question 9: Are there other forms of assistance that should be considered? If so please explain what type and why.

Not aware

None identified

main problems appear to be covered

Question 10: Do you have any other comments to add on the draft policy?

No

No

In respect of the initiative (Relation assistance), to publicise the fact that if people downsized it would free up larger homes for families - a general point on this is that we must always remain focused on the individuals. Certainly by trying to move an older person to a small flat from their family home which they may have been living in for some forty or so years, could have a serious impact on their life. It is not just about moving and making room but a whole lifetime spent in a certain place and the uprooting and stress this can cause could potentially be very detrimental to a person's health. There always needs to be a balance in this respect.

5. About the respondents

Question 11: Type of respondent

	Number of respondents
Landlord of private sector housing	0
Community/ Voluntary group	1
Town or Parish Council	1
Central Bedfordshire Council officer	0
Officer from other public sector organisation	0
Tenant of private sector housing (i.e. not social housing)	0
Owner occupier	4

Question 12: What is your postcode? (Transferred in to towns below)

- Leighton Buzzard
- Heath and Reach
- Cranfield
- Stanbridge
- Dunstable
- Bedford based Community Group

Question 13: Gender

Two respondents were male, two female.

Question 14: Age

	Number of respondents
19 and under	
20-29 yrs	
30-44 yrs	1
45-59 yrs	
60-64 yrs	1
65-74 yrs	1
75+	1

Question 15: Do you consider yourself to be disabled? Under the Equality Act 2010 a person is considered to have a disability if he/she has a physical or mental impairment which has a sustained and long-term adverse effect on his/her ability to carry out normal day to day activities.

Yes - 1
No – 3

Question 16: Ethnicity

	Number of respondents
White	4
Asian or Asian British	0
Black or Black British	0
Chinese	0
Mixed	0
Other Ethnic group	0



Appendix B

Central Bedfordshire Council's Private Sector Housing Renewal Policy

2012

Directorate	Social Care Health and Housing		
Service	Housing Services		
Author	Nick Costin, Head of Private Sector Housing		
Approved by			
Approval date		Review date	

NOT PROTECTED

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Foreword

Councillor Carole Hegley – Executive Member for Social Care Health and Housing

I am pleased to welcome you to this second Central Bedfordshire Council Private Sector Housing Renewal Policy. This policy builds upon the principles of the policy that was approved by the Council’s Executive in March 2010 but incorporates measures that reflect the financial constraints facing the Council.

We recognise the impact that poor housing conditions have on the health of vulnerable households. This policy sets out how poor housing should be tackled through the targeting of available resources.

We need to have the ability to re-use and recycle resources where we can, which is why we have moved to a position of generally providing Loan Assistance in place of the more traditional grants. However, we also recognise that many vulnerable households will be unable to repay loans in the traditional sense, so we have set our policy to ensure that repayment is tied in most cases to the sale of the property concerned. This will reduce pressures on vulnerable households that need such assistance.

We intend to fully utilise external funding, in particular the Fuel Poverty funding previously made available to the Bedfordshire sub-region. We want to use this funding to help those households most at risk from increasingly high fuel bills.

Although our aim is for vulnerable households to live in safe, warm and decent homes, this policy recognises that we can only provide assistance where we have available resources. We will continue to explore external funding options, however provision of assistance under this policy is always discretionary and dependant upon resources being available within the Council.

Executive Summary

The suitability and quality of a home can have a substantial impact on people's lives. For example there are educational benefits to a teenager studying in a damp-free room; financial benefits to an older person living in a home that they can afford to heat in the winter and health benefits to a disabled person living in an adapted home that gives them more independence.

The council has a range of options available to support people to live in decent and suitable properties for their needs. These options are set out in this Private Sector Housing Renewal Policy which is required under the Regulatory Reform (Housing Assistance) Order 2002.

The 2009 Building Research Establishment Housing Stock Projections (HSP) report showed that compared to England, housing in Central Bedfordshire on the whole is better quality. However there is still a high proportion of households living in poor quality housing:

- 28% of homes are non decent
- 12% of homes have inadequate thermal comfort
- 20% of homes have the highest level (category 1) of hazards that could lead to injury, ill health and accidents in the home
- 8% of households live in fuel poverty (although with increases in fuel prices this is expected to rise to 16%).

To tackle these problems the council needs to use its limited funds as fairly and effectively as possible. To achieve this the council is focussing on providing loans rather than grants so that the funds can still have the same positive impact on residents lives but also be recovered and recycled at some point in the future to benefit more residents. The council will also be taking advantage of the Government's proposed New Homes Bonus which will reward empty homes that are brought back in to use. This not only increases the availability of decent properties but the financial reward can be used to further support private sector renewal. The Council will also continue to provide an Options and Advice service to help homeowners make decisions with regards to improvements to their homes.

The council has agreed the following as the key private sector renewal issues that need to be addressed in Central Bedfordshire. In times of budget pressure grant/loan assistance will be prioritised in the following order:

A – The safety and security of older persons and other vulnerable groups, living in their home,

B - Reducing cases of fuel poverty,

C - Reduction of category 1 hazards and major adaptations for people with disabilities

D - Reducing the number of non decent homes, primarily with loan assistance that can be recycled

- E - Reduction of empty homes,
- F - The improvement in the thermal efficiency of the housing stock,
- G - Maximising opportunities for external funding of all types for the benefit of meeting the above priorities,

The grant/loan assistance available is:

Safety, Security and Emergency Repair Grant

A grant of up to £500 for emergency works, which can be administered quickly to remedy urgent situations.

Home Improvement Loan Assistance

Loan Assistance of up to £15,000 (with repayment conditions on the sale of the house) to remedy Category 1 hazards and non decent homes.

Affordable Warmth Assistance

There are a number of national fuel poverty initiatives that the council will utilise such as the Government’s Warm Front grant and the proposed Green Deal where energy suppliers provide loans. Council assistance will work alongside national initiatives and will access external funding available to help tackle fuel poverty through the provision of loans for Boiler Replacements and other efficient heating solutions in “Off Gas”, rural areas.

Empty Homes Loan Assistance

Loan assistance of up to £15,000 for owners of long term empty homes that require works to be made habitable so that empty homes can be brought back in to use.

Home Loan Support Assistance

Assistance to clients to obtain private funding (loan or equity release), through a reputable source, to remedy a Category 1 Hazard, or make home decent.

Relocation Assistance

A loan or grant of up to £3,000 for the costs of relocating to a more suitable property could alleviate overcrowding, reduce under occupation to increase the supply of larger properties, enable a disabled resident to move to a ready adapted or adaptable property.

Disabled Facilities Grant (mandatory)

Grants of up to £30,000 for adaptations to homes for people with disabilities. To use the funding as effectively as possible we have introduced charges upon the property where the grant exceeds £5,000, up to a charge limit of £10,000. If the property is sold within ten years of the grant completion, the cost of the adaptation will be recovered.

Disabled Facilities Grant (discretionary top up loan assistance)

Some clients are unable to afford DFGs if the works exceed the £30,000 limit or a contribution is required following a test of resources. To remove this barrier the council will provide Discretionary Loan Assistance to “top up” the DFG.

1. Introduction

Legislation requires local authorities to develop a policy for providing households with financial assistance to improve their homes. Every local authority is required to adopt and publish such a policy. This policy contains the loan and grant assistance that Central Bedfordshire Council provides together with the conditions and eligibility criteria associated.

This policy updates and replaces the first policy approved by Executive on 9 March 2010.

2. Private Sector Housing Renewal – National Policy Context

2.1 Legal Context

The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 requires local authorities to develop a policy for providing households with financial assistance to improve their homes. The order removed previous prescriptive legislation.

Guidance advises that the policy should have regard to local housing conditions, local and national priorities, extent of deprivation, the availability of capital and other resources, and other relevant matters. The policy is adopted by the Council's Executive and contains advice on appeals procedures where individuals feel that the policy is not being followed. The policy was consulted upon prior to adoption and there can be no appeals against the content of the policy itself once adopted.

There is no definitive lifespan for an adopted policy, which should be reviewed when the council's priorities change or as a result of external influences such as changing legislation, or in 2015, whichever is sooner.

Legislation does not restrict policy or its forms of assistance to private sector homeowners. However, no forms of discretionary assistance will be available for council or housing association tenants, as other funding arrangements are in place to improve their homes.

2.2 Historical National Private Sector Housing Drivers

There have been significant changes in national drivers and Government priorities during recent years. These are summarised in appendix A.

3. Private Sector Housing Renewal – Local Policy Context

3.1 Contribution towards Vision and Priorities of Central Bedfordshire Council

This policy supports the Council's Medium Term vision, ***to keep Central Bedfordshire as a great place to live and work***. Assistance provided under this strategy should always aim to improve the quality of life of eligible clients within their home environment.

This Renewal policy most closely supports the Medium Term plan priority; *Promoting health and well being and protecting the vulnerable*. However, it also contributes towards the priority; *Value for money*.

3.2 Local Housing Stock Characteristics

Central Bedfordshire Council has a population of approximately 255,000 living in approximately 106,000 households.

Information and evidence on stock condition and its effects on residents is primarily based upon Building Research Establishment (BRE) Housing Stock Projections (HSP) carried out for Central Bedfordshire Council in November 2009, which applies nationally collected House Condition data from 2005 and 2006 to local demographic (census) information.

The following table gives a summary of the Housing Stock Projection (HSP) report headline indicators, with comparison to national (England) indicators and previous HSP reports from 2007:

Criteria/Indicator	Central Beds	England	Comment
% Non Decent Homes	28%	38%	Central Bedfordshire better than national average
% of vulnerable households living in Decent Homes (former PSA7 target which was 70% by 2010)	72%	61%	Central Bedfordshire better than national average and has probably met the former PSA7 target (70%).
Number of vulnerable households in non decent homes	3,034	No figure	Although there is a reduction from previous legacy Council reports, there are still vulnerable households in non decent homes
% and number of homes with inadequate thermal comfort	12% 9,672	16%	Central Bedfordshire better than national average and has fallen since 2007 report, but still significant numbers
% of homes with Category 1 hazards	20%	23%	Central Bedfordshire is better than the national average, but there are still significant numbers.
% and number of households in fuel poverty	16% (see below)	17%	There is significant variation between wards in the district, with higher proportions in some rural wards. There is a correlation between inadequate thermal comfort and fuel poverty.

Although there are indications of improvements in some aspects of house condition criteria since 2007, there are still significant improvements to make in housing conditions. Whilst the Council will not have the resources to address all these improvements, the above information will help to determine priorities and where to target resources.

3.3 Fuel Poverty

National Energy Action (NEA), the leading national fuel poverty charity, estimated that 13% of households in England were in fuel poverty in 2007, but this had risen to 17% in 2009. The Eastern region fairs slightly better than the national average, at 16.2%. Increased fuel costs and likely decrease in household incomes due to the economic recession will have increased the % of those in fuel poverty in Central Bedfordshire to the regional estimate of 16%.

In 2010 OFGEM (Office of the Gas and Electricity Markets) published a consultation document which looked at four different scenarios relating to energy supply over the next 10 to 15 years. All four scenarios gave increases

in fuel costs for consumers. The increases in costs were between 14% by 2020 (for the best scenario) to a 60% increase for the worst scenario. Consequently, the problem of fuel poverty is likely to increase further from current levels. Whilst economic recovery and associated higher incomes may help counter higher fuel costs for some, Central Bedfordshire Council can have a positive impact through improving the energy efficiency of homes occupied by those in fuel poverty.

NEA produced a briefing note in 2010 for Children's Trust Policy Co-ordinators, which highlighted the adverse affects on children including:

- Physical ill health (proven links to respiratory disease, and increased accident risk)
- Psychological health (cold damp homes are linked with depression, fatigue and nervousness)
- Educational attainment (cold damp housing is not conducive to study and educational attainment, and resulting ailments lead to missed school attendance)
- Social exclusion (the home does not provide a welcoming environment for friends to visit and there may be insufficient income to allow external social activities).

Fuel prices from suppliers have increased since March 2010 by over 20% in many cases. Without significant increases in income, many more households are likely to be in a situation of fuel poverty. There were estimated to be about 17% of households in fuel poverty in 2009 (in the East of England), and this has almost certainly increased to above 20%.

The Government's Warm Front grant (aimed at tackling fuel poverty) had become so much in demand during 2010 that funding ran dry and new applications had to be suspended for several months until April 2011.

To help increase thermal efficiency in homes a number of new initiatives are being introduced. The Green Deal is one such initiative that will be similar to a loan provided by Energy Suppliers. Other schemes are aimed at making renewal energy more attractive capital propositions to households who are able to afford investment in their homes.

However, further increases in fuel costs are inevitable and fuel poverty will become an increasing issue facing households, particularly in winter months.

In November 2009 the Office for National Statistics published provisional excess winter deaths figures for 2008/09. There were an estimated 36,700 excess winter deaths in 2008/09. This is an increase of 49% compared with 2007/08 and is the highest since 1999/2000. In the East of England region, excess winter deaths rose to 3,800 in 2008/09, from 2,790 in 2007/08.

The majority of excess winter deaths are amongst those aged 75 years and over.

3.4 Contribution to Health and Well Being

The Housing Health and Safety Rating System (HHSRS) is the method of determining the “severity” or risk of hazards in the home. The methodology is closely aligned to Government statistics relating to injury, ill health and accidents caused in and around the home. The intention of HHSRS is to make the home a safer place and consequently reduce the burden of admissions to hospitals and other Health services, a true “prevention” strategic tool.

HHSRS covers 29 specific hazards. A hazard assessed as high risk is classed as a Category 1, giving the Council a statutory duty to address.

This policy contributes towards the following health outcomes, in the context of HHSRS:

- prevention of ill health caused by living in damp conditions,
- prevention of cold related illnesses,
- prevention of accidents caused by trips, falls, etc,
- prevention of food and water-borne diseases caused by poor sanitation,
- prevention of electric shocks,
- prevention of incidences of poisoning, through gases (inc carbon monoxide), lead, asbestos, radiation, etc,
- prevention of burns, scalds, and effects of fire.

However, remedying a Hazard, or reducing it to below Category 1, may sometimes give a short term solution only. For example, mending a hole in a roof, which is old and dilapidated, may solve an immediate damp problem in the bedroom below but another hole or defect is likely to occur in the near future. In this example, it is more cost effective to go beyond just remedying the (damp) hazard and undertaking more significant works to the roof, making the home “decent” also.

3.5 Empty Homes

The Council has adopted an Empty Homes strategy with the aim of bringing long term empty homes back into occupation. This policy intends to support the Empty Homes strategy through provision of loan assistance.

The Empty Homes strategy can be found on the Council’s website at the following link;

http://www.centralbedfordshire.gov.uk/Images/EmptyHomesStrategy_tcm6-6375.pdf#False

It is financially beneficial to the Council to reduce the number of long term empty homes with the introduction of the New Homes Bonus. In effect, a reduction in empty homes has the same effect as building new homes. Each empty home brought back into use results in the same bonus or “reward” (on average £1,200 per year) for 6 years.

Consequently it will be very important to see a reduced number of empty homes. Council Tax data indicates that there are 100 fewer long term empty homes at 1st April 2011 compared to the previous year. This is welcome but there are still 1,061 long term empty homes.

3.6 Loan Assistance

Loan Assistance was first introduced in the Council's policy to increase the repayment of money to the Council that can be used for further housing improvement. Households are guided through the Loan Assistance process to ensure a successful outcome.

Costs of registering a charge are included in the loan so the client does not have initial fees to pay and the Council will have these repaid when the house is sold and the loan repaid.

This policy extends the provision of loan assistance.

3.7 Disabled Facilities Grant (DFG)

In 2010/11 the Council spent £2.25 million to adapt the homes of people with disabilities, an increase from 2009/10. Additional funding (£3.3 million) was provided by the Council for 2011/12 to meet high demand for major adaptations. The Council are committed to improving the quality of life for residents with disabilities.

Where a DFG does not cover the full cost of essential works, where they exceed the maximum grant of £30,000, some clients with high needs are unable to progress their required adaptations.

Some DFG clients have a partial contribution to make to towards the costs of adaptations, determined from the statutory test of resources. In some cases clients will be in financial hardship and unable to find their required contribution. Local Authorities have a responsibility under the Chronically Sick and Disabled Persons Act 1970 to ensure identified need at the assessment is met.

Consequently, for those clients in financial hardship but not able to progress a DFG, the Council will consider discretionary Loan Assistance to "top up" the DFG and enable works to commence.

4. Capital Resources

4.1 Renewal Policy Assistance Budget 2011/12

The Council have approved the following programmes for provision of Renewal Assistance;

2011/12 - net £160,000.
2012/13 – net £150,000
2013/14 – net £100,000
2014/15 – net £100,000

These programmes are subject to review by the Council. They may be increased with external funding or funding returned to the Council. Approximately £190,000 of external funding is secured for fuel poverty related work in 2012/13.

Consequently, to fully utilize this external funding, a short term form of assistance to tackle fuel poverty is included in section 5.2 below.

The Council will continue to utilize all appropriate types of external funding for energy conservation, fuel poverty measures, and other housing improvement activities.

Due to the financial pressures facing the Council, assistance provided in this policy will generally be as loan assistance that can be recovered and re-used at some point in the future. This includes the potential recovery of some DFG funding (see 4.2 below).

4.2 Mandatory Disabled Facilities Grant Budget

The Council have approved a £3 million programme for 2012/13 and 2013/14.

Legislation enables some recovery of DFG assistance in specific circumstances under the provisions of Disabled Facilities Grants (Maximum Amounts and Additional Purposes) (England) Order 2008. Under this legislation, the Council will impose a charge upon the property for ten years in all owner occupation cases where the grant exceeds £5,000 (for the part of the grant that exceeds £5,000), up to a charge limit of £10,000.

Upon sale of the property within ten years of the grant completion, the presumption will be to recover the cost of the adaptation. However, in accordance with formal guidance, we will consider the individual circumstances of the owner, following Government guidance. In reality the costs are most likely to be recovered on the death of the applicant.

4.3 Resource summary

The success of this policy will be influenced by the capital resources available. Although this policy should influence budget planning, the implementation and success of the policy will be dependant upon resources.

The availability of assistance (grants/loans) from Central Bedfordshire Council will always be dependant upon the finite resources available.

5. Renewal Policy Priorities and Assistance

5.1 General Policy Principles and Priorities

1. Central Bedfordshire Council will meet its mandatory requirements in respect of Disabled Facilities Grant and will seek to maximise resources to assist as many eligible clients as possible in obtaining the necessary and appropriate adaptations to their homes. To meet this objective, we have introduced charges upon the property where the grant exceeds £5,000, up to a charge limit of £10,000. This only applies to owner occupied households and the charge last for 10 years.
2. Having regard to the issues outlined above and in appendix 1, **the Council will provide discretionary assistance to meet priorities outlined below.** However, as stated above in 4.3, **the availability of discretionary assistance from Central Bedfordshire Council will always be dependant upon resources being available.**
3. The following aims are prioritised in order, so that if difficult decisions had to be made, the council would help address the highest priorities first. The order of priority is as below with A being the highest:
 - A – The safety and security of older persons and other vulnerable groups, living in their home,
 - B - Reducing cases of fuel poverty,
 - C - Reduction of category 1 hazards, (with associated health related benefits) & *major adaptations for people with disabilities* (see below)
 - D - Reducing the number of non decent homes, primarily with loan assistance that can be recycled
 - E - Reduction of empty homes,
 - F - The improvement in the thermal efficiency of the housing stock,

G - The maximising of opportunities for external funding of all types for the benefit of meeting the above priorities,

Discretionary disabled facilities assistance for major adaptations is equivalent to removing hazards in the home for people with disabilities so this priority also sits at C above.

Where the net capital programme (at any point in time) is less than £40,000, assistance will only provided to meet priorities A and B above.

Where the net capital programme (at any point in time) is between £40,000 and £80,000, assistance will only provided to meet priorities A to D above.

4. Having regard to the significant financial pressures and the need to recover/recycle any financial assistance provided, **all types of assistance is provided as Loan assistance. Loan assistance of up to £8,000 will have a repayment condition period of 10 years, and larger levels of assistance will have a repayment condition period of 30 years** (virtually lifetime for many cases).

The repayment conditions are at zero % interest rate, in the form of a land registry charge where possible. Financial assistance is normally returned to the Council when the applicant is in a better position to do so, such as through the sale of the property. There would be exemptions to repayment conditions, where the property is sold to enable the client to move into a care home or with relative carers.

5. Only two exceptions to provision of loan assistance are provided.

Firstly, where the council provides funding for the most urgent cases to help the most vulnerable households resolve safety or security issues. This is in the form of *Safety, Security and Emergency Repair Grant* as in 5.2 below.

Secondly, grants of up to £2,500 are available for eligible households on Park Homes (or Houseboats). Loans cannot be charged to Park Homes and as most Park Homes are occupied by older people, the council is concerned that this policy does not have a detrimental impact on older people. By providing this grant the council is ensuring that it has the required due regard to advance equality of opportunity between people who share a protected characteristic such as age.

6. To fully utilise the external fuel poverty funding (whilst available), the eligibility for affordable warmth loan assistance is widened to allow for more older clients to take the opportunity to make their homes more affordable. This type of assistance will continue until the funding is fully used and is at no cost to the council. As this is provided as loan assistance, it will be recoverable at some point in the future to be re-used by the council.

7. The council provides an Options and Advice service to help homeowners make decisions with regards to improvements to their homes. This will include

development of existing and new partnerships to provide greater options at early stages of enquiry.

5.2 Specific Types of Assistance to Meet Priorities

A summary of the specific forms of assistance within this policy is in the table below. The table does not include detailed aspects of recommended assistance; the aim here is to just outline the aims and outcomes of the assistance proposed. The table states which of the priority aims (A to F) listed above would be targeted through the specific type of assistance. Specific Assistance Eligibility Conditions will be available from the Housing Service.

Summary of assistance

Name and type of proposed assistance	Aim of such assistance	Priority	Eligibility & conditions summary
<p>Safety, Security and Emergency Repair Grant. A grant of up to £500 for emergency works, which can be administered quickly to remedy an urgent situation.</p>	<p>A limited safety net for those people most in need with the most immediate problems and clearly urgent/distressing circumstances. This includes older/disabled people whose homes have been broken into and left insecure.</p>	<p>Primarily A, but also C.</p>	<p>Anyone over the age of 60 in receipt of an income related benefit, (including Pension Credit) or disabled people in receipt of Disability Living Allowance or Attendance Allowance, who are also in receipt of income related benefits. There are no repayment conditions. Some private tenants (those in Almshouses on peppercorn rents, or tenants living in properties owned by relatives or charities) may be eligible.</p>
<p>Home Improvement Loan Assistance. Loan Assistance of up to £8,000 (with 10 year condition), or Loan Assistance for between £8,000 and £15,000 (or £20,000 in exceptional circumstances where approved by Assistant Director Housing Services) with 30 year repayment condition For clarity, all assistance would be subject to relevant repayment condition period, for example. £9,000 assistance,</p>	<p>Assistance to remedy Cat 1 hazards, non decent homes (disrepair, inadequate facilities etc) This includes some provision of grant assistance of up to £2,500 to eligible clients on Park Home sites or Houseboats for repairs to the home itself, subject to a lifetime condition assessment of the home and further conditions. Note – HHSRS cannot be</p>	<p>Primarily A, C and D, but also B and F.</p>	<p>Any homeowner can apply, provided they have owned and been resident in the property for three years prior to an application and intend to reside in the property for at least five years. Private landlords may be eligible for Loan Assistance only, where they propose improvement works “over and above” the minimum required under the Housing Act 2004 (Cat 1 Hazard remedy), or where the property is entering the Council’s Property Accreditation/Lets Rent scheme and where nomination rights are offered to the Council</p>

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<p>all £9,000 would be subject to 30 year repayment condition period.</p>	<p>applied to a Park Home.</p>	<p>upon change of tenancy.</p> <p>For owner occupiers, this assistance is subject to a test of financial resources, and 10 or 30 year repayment conditions depending upon amount of assistance. Private landlords would not be subject to a test of resources. Loan assistance would be 60% of the agreed eligible works. Landlords Loan assistance has a 10 year repayment condition for assistance of between £1 and £8,000, and 30 years for assistance over £8,000.</p> <p>Landlords applying under the Council's Property Accreditation scheme will be provided with further details of eligibility for assistance to remedy category 1 hazards.</p> <p>Due to the administration involved in making a charge, it is unlikely that subsequent applications would be allowed within a three year period.</p>
<p>Affordable Warmth Assistance. This is loan assistance that is intended to remedy fuel poverty. This assistance can be provided alongside external funding. The limit is £5,000. Innovative works that attract external funding may exceed this limit</p>	<p>To remedy fuel poverty and/or poor thermally efficient homes.</p>	<p>Primarily B, but also C, D and F.</p> <p>Any home owner requiring energy efficiency/fuel poverty remediation works, and who cannot obtain such assistance in part or total from other sources, although the loan can be used in addition to external funding where that funding does not meet total costs of required.</p>

<p>on a case by case basis.</p>			<p>Eligibility will not be constrained to those in receipt of means tested benefits but will include those where fuel poverty can be assessed as likely or a risk (through determination of fuel costs, thermal efficiency, and income). In 2012/13 households containing someone aged 65 years of age or more with less than £20,000 in savings are also eligible (to utilise available external funding). Repayment conditions are consistent with Home Improvement Assistance above. A more detailed, specific set of eligibility conditions will be provided separately as appropriate for externally funded schemes, which may complement Affordable Warmth assistance.</p>
<p>Empty Homes Loan Assistance. Loan assistance of up to £15,000 for owners of long term empty homes that require works to be made habitable. Loan assistance is 75% of costs, up to maximum assistance of £15,000.</p>	<p>To renovate and bring long term empty homes back into use in line with proposed empty homes strategy.</p>	<p>Primarily E, but also C and D.</p>	<p>Any owner of long term (1 year or longer) empty homes who undertakes to bring the property back into use once renovated. This is not means tested but a 10 or 30 year repayment condition applies. Nominations agreements are not normally required due to implementation of Choice Based Lettings. However, the property may be considered for the Council's Lets Rent scheme. Option to withhold 25% of assistance amount until property is actually occupied (as incentive for owner to let and not leave empty),</p>

<p>Home Loan Support Assistance. A loan of up to £2,500 to assist clients to obtain private funding for eligible works, Eligible works will be those necessary to achieve the Decency standard, or to carry out essential work which otherwise cannot be funded through Home Improvement Assistance, or (in exceptional cases) works to adapt a property for the needs of a disabled person where DFG is not available.</p>	<p>To provide assistance to clients to obtain private funding (loan or equity release), through a reputable source, to remedy a cat 1 Hazard, or make home decent.</p>	<p>Primarily G, but also A, B, C, D, and F.</p>	<p>This assistance may compliment any potential externally funded schemes to bring empty homes back into use, which may or may not include nomination right requirements. Applicants must be:-</p> <ul style="list-style-type: none"> • over 60 or • in receipt of Disabled Living Allowance or in receipt of Attendance Allowance; <p>The property must be considered sustainable by the council, and, in the opinion of an independent financial advisor, the applicant must have sufficient resources or property equity to support the raising of necessary finance for the eligible work.</p>
<p>Relocation Assistance. A loan of up to £4,000 for costs of relocating to a more suitable property. This type of assistance would not be restricted to particular Estate Agents, Conveyances etc. In cases where negative equity is potentially a barrier, a grant may be considered.</p>	<p>To alleviate overcrowding where the problem cannot be alleviated by the applicant remaining at the dwelling. To respond to under occupation and increase the supply of larger properties. Where remaining in the property is not feasible due to the cost or complexity of the works required. Where the dwelling does not</p>	<p>A and C.</p>	<p>To assist the homeowner to meet the costs associated with purchase, sale and relocation, the following eligibility conditions should apply:</p> <ul style="list-style-type: none"> • The property is overcrowded and the applicant does not have the financial resources to carry out the necessary alterations, or extension to alleviate the overcrowding. (or) • The house cannot be adapted to accommodate the needs of a disabled person. Where an adaptation of the

<p>Disabled Facilities Grant (mandatory). Grants of up to £30,000. Mandatory Disabled Facilities Grants will be assessed and paid under the provisions of Chapter 1 of the Housing Grants Construction and Regeneration Act 1996 as amended.</p>	<p>meet the needs of a disabled occupant, and/or where adaptation will not meet that need.</p>		<p>property has proved not reasonably practical, and where suitable alternative accommodation has been identified (which in itself may require adaptation); (or)</p> <ul style="list-style-type: none"> • The house requires essential work such that it cannot be reasonably financed by the current owners even with the help of Home Improvement Loan assistance. (or) • The house is under occupied; • and the applicant is vulnerable. • For owner occupiers, this assistance is subject to a test of financial resources and a local land charge would be registered on the new property.
	<p>A DFG is provided to adapt the home of a disabled person to meet their specific needs. The need for an adaptation is determined by an Occupational Therapist (OT) from council's Adult Social Care Service. The grant incorporates recommendations made by the OT, providing the works are reasonable and practicable.</p>	<p>C</p>	<p>The DFG is subject to a test of financial resources. This test is prescribed in detail by legislation. The grant for the adaptation is a maximum of £30,000, less any contribution to reflect that the contribution counts towards the maximum of £30,000. Grant repayment conditions apply, in particular where the grant is for more than £5,000 but only for a maximum charge of £10,000</p>
<p>Disabled Facilities Grant – discretionary/top up loan assistance</p>	<p>This is discretionary assistance to top up mandatory DFG for the</p>	<p>C</p>	<p>This is loan funding of up to £20,000 for cases where the £30,000 mandatory limit are</p>

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	provision of aids and adaptations for people with disabilities.	exceeded and where the client was originally assessed as having a "nil contribution" from the DFG test of resources. Assistance will only be available for owner occupiers. Loan assistance may also be available for clients who have an assessed contribution under the DFG test of resources but are assessed as having no contribution under Adult Social Care's "Fair Access to Care" test of resources. Again, this assistance will only be available for owner occupiers.
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5.3 Applicant Support

Officers provide a good level of client support in helping complete the various forms required for financial assistance. Many clients are vulnerable and/or elderly and often appreciate the support that they receive from experienced officers, as evidenced through the customer satisfaction questionnaires completed.

5.4 Client's Household Insurance

To help ensure that clients maintain their properties after improvement/repair works have been carried out with council assistance, the council will encourage clients to ensure that they obtain and maintain sufficient Buildings Insurance to resolve future issues where appropriate.

6. Review and Appeals Process

Most cases or enquiries will be dealt with in the Private Sector Housing Service. Any unusual cases should be discussed between officers and team managers and considered on the merits of the case presented, recognising the need for consistency of decision making.

In some cases the relevant team manager will require Head of Service review and opinion on the case. Where this is requested, the Head of Private Sector Housing will consult with the second team manager and make a decision based upon the merits of the case, or present the case with a recommended option to the Assistant Director of Housing where the case is significant, i.e. it has an anticipated assistance value of more than £10,000.

Decisions by the Head of Private Sector Housing and/or the Assistant Director for Housing Services will be provided in writing for case/file notes.

Examples of situations that would be dealt with by the Head of Private Sector Housing and/or Assistant Director for Housing Services are:

- Consideration of requests for assistance to help an empty property back into use, including the amount or rate of assistance and any special conditions to be attached in each case.
- Considering requests for assistance to be provided as an exception to general policy, although any such assistance would have to be authorised by the Assistant Director for Housing Services.

6.1 Appeals about Decisions in Individual Cases

Appeals about how the policy is operated in individual cases, for example, where an enquiry or application for assistance is refused, will be considered by a Housing Services Management Team Panel which is chaired by the

Assistant Director of Housing Services and consists of at least two Housing Heads of Service.

Appeals must be set out in writing and sent to the Assistant Director of Housing Services, Central Bedfordshire Council, Watling House, High Street North, Dunstable, Bedfordshire, LU6 1LF or email: tony.keaveney@centralbedfordshire.gov.uk

The appeal submission must include the specific grounds on which the appeal is based. Appeals will be considered only on the following grounds:

- That the policy has not been applied correctly on the case in question, for example there has been a mistake, or
- That the case in question is exceptional in some way that justifies an exception to the general policy. An exception may be considered for an owner-occupier who has both owned the house and lived in it for at least five years and where there are missing essential facilities, where there is structural instability, or serious hazards.

Appeals will not be considered on the grounds that the appellant simply disagrees with the policy. However, any written comments and complaints about the policy will also be considered by the Panel, as described above. The decision of the Appeal Panel is final. Decisions will be notified to appellants in writing within 14 days from receipt of the written appeal.

The appeals process does not preclude individuals from taking a formal complaint through the Corporate Complaints process, but the appeals process may be a speedier way of receiving a review of a case.

Appendix A National Private Sector Housing Renewal Drivers

Pre 2007

The 2002 Government Spending Review expanded the decent homes target for the social sector to the private sector, with the aim of increasing the proportion of vulnerable households in the private sector living in decent conditions. The vulnerable groups are those in receipt of at least one of the principal means tested or disability related benefits. The Government's Decent Home Target Implementation Plan¹ set out a trajectory for delivery that includes targets for specific years up to 2020, expressed as the proportion of vulnerable households in the private sector living in decent homes. The target for 2010 (known as PSA7) was 70%.

The replacement of the Fitness Standard by the Housing Health and Safety Rating System (HHSRS) in 2006 as the means of assessing minimum standards of housing, was expected to impact on the number of non decent homes.

Nationally, in 2006, around a million dwellings failed the fitness standard whereas closer to 4 million were expected to contain a Category 1 Hazard under HHSRS (which triggers a failure of the Decent Homes Standard). This is mainly because of the hazard from excessive cold which affects a greater proportion of homes than any other hazard and contributes towards over 20,000 excess winter deaths per annum².

At the local level authorities were expected to identify the level of non decent homes occupied by vulnerable households within their areas and, within the level of resources available, to produce a robust and consistent policy response to the problem. The response was expected to be sufficient to ensure that the national level targets for the private sector were being achieved. The response should also have regard to priorities set out in the Regional Housing Strategy and the Local Authority Housing Strategy. The targets at local level were very simply:

1. to show a year-on-year increase in the proportion of vulnerable households living in decent homes and
2. as a minimum to reach the target figure of 70% by 2010.

¹ available at <http://www.communities.gov.uk/publications/housing/decenthomes>

² Excess winter deaths in England for 2001/2002 were 25,790. The lowest figure since 2001 was for 2003/4 at 21,930 and the highest was in 2004/5 at 29,740. The most recent figures for 2005/6 are 24,200. The often quoted 40,000 per annum figure was exceeded in 1996/7 (44,850), 1988/9 (44,010) and 1999/2000 (45,650). *Excess winter deaths* by age group, Government Office Region and country of usual residence, England and Wales, 1991/1992-2004/2005 and 2005/2006*** <http://www.statistics.gov.uk/StatBase/ssdataset.asp?vlnk=7089&More=Y>

The Comprehensive Spending Review and the new Single Set of National Indicators – post Oct 2007

The Local Government White Paper “Strong and Prosperous Communities” published in October 2006, committed to introducing a set of streamlined indicators that would reflect national priority outcomes for local authorities working alone or in partnership.

A single set of 198 national indicators was announced as part of the Comprehensive Spending Review in October 2007. The CLG have stated that the national indicators

- Will be the only measures on which central Government will performance manage outcomes delivered by local government working alone or in partnership
- Replace all other existing sets of indicators including Best Value Performance Indicators and Performance Assessment Framework indicators
- Will be reported by all areas from April 2008.
- In each area, targets against the set of national indicators will negotiated through new Local Area Agreements (LAAs). Each Agreement will include up to 35 targets from among the national indicators.

Only one of these indicators relates directly to the physical characteristics of private sector housing. National Indicator 187; Tackling fuel poverty, is a measure of people receiving income based benefits living in homes with a low energy efficiency rating. It is a cross tenure measure of the percentage of households on means tested benefits with a SAP rating of less than 30. The data is collected by means of a survey.

The CLG are quite emphatic that the national indicators “*will....be the only measures against which Government can agree targets with a local authority or partnership, through Local Area Agreements (LAAs), and the only trigger for performance management by Central Government*”. This however is qualified by “*other than concerns highlighted by the inspectorates in the Comprehensive Area Assessment or other inspection activity.*”

The Comprehensive Area Assessments will be undertaken by the Audit Commission. The Commission have published the key lines of enquiry (KLOE’s) to be followed by their assessment teams.

The KLOE that covers the private sector asks “How good is the council’s understanding of private sector stock condition and housing needs and does it have an accurate baseline of the critical information to the sector?” The KLOE also sets out what an organisation delivering an excellent service will have in place.

NOT PROTECTED

The following table summarises Housing Stock criteria and their relationship to private sector housing national reporting requirements;

Housing Stock condition indicator	Information required by or of value to	Comments
Dwellings which would fail the Decent Homes Standard	Audit Commission	Not specifically mentioned in KLOE but part of PSA7 indicator which was required by CLG until April 2008
Category 1 Rating System Hazard	Audit Commission	Specifically mentioned in KLOE. Minimum standard for housing enforcement purposes. Required for Government HSSA returns, including likely cost of remedying all Cat 1 hazards
Vulnerable households in decent homes	CLG Audit Commission	PSA7 Indicator required by CLG until April 2008 Specifically mentioned in KLOE
Vulnerable households in non decent homes	Audit Commission	Alternative method of expressing PSA7 indicator that gives a better indication of overall scale of problem.
Dwellings with a SAP less than 35	Audit Commission	KLOE includes energy efficiency levels and information to identify energy efficiency action zones. Required for Government HSSA returns and helps towards NI 187
Fuel poverty	Audit Commission DEFRA	KLOE includes information to identify energy efficiency action zones National Indicator 187 Tackling fuel poverty is defined differently to this measure of fuel poverty but is a useful surrogate until a new model is developed.
No of long term empty homes in private sector	CLG	Required for Government HSSA returns

Appendix B - Definition of Vulnerable Household

The term vulnerable can take on a number of meanings but there is a very precise definition provided by the former Office of the Deputy Prime Minister (ODPM).

The ODPM defines vulnerable households as “those in receipt of at least one of the principal means tested or disability related benefits. For the purpose of establishing the national 2001 baseline from the English House Condition Survey, the benefits taken into account were: income support, housing benefit, council tax benefit, disabled persons tax credit, income based job seekers allowance, working families tax credit, attendance allowance, disability living allowance, industrial injuries disablement benefit, war disablement pension.”

However the ODPM qualify this definition with the following: - “The detailed definition of qualifying benefits used to define vulnerable will be subject to change and since 2001 a new range of tax credits has indeed been introduced with different qualifying thresholds. These are child tax credit, working tax credit and pension credit. The definition of vulnerable households used to monitor progress towards the target has therefore been amended as follows. In addition to the benefits described in the previous paragraph, pension credit will be included as a qualifying benefit. Also households in receipt of either working tax credit which includes a disability element or child tax credit will qualify as a vulnerable household providing the person entitled to the tax credit has a relevant income of less than £14,200, as defined for the purpose of determining eligibility for the tax credit. Working Families Tax Credit and Disabled Persons Tax credit have been abolished.”

In the context of fuel poverty, a household not within the above definition could still be living in fuel poverty, where they are spending more than 10% of income on fuel/energy costs. Whilst this can be more difficult to assess accurately, the energy efficiency of the home and cost of fuel used are useful indicators.

In the context of equalities legislation and research evidence, the Council must be mindful as it develops and implements this policy that the following groups could be deemed to be vulnerable. So the needs of the following groups should be taken into account:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief
- sex
- sexual orientation

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Meeting: Executive
Date: 3 July 2012
Subject: Residual Waste and Recycling Treatment and Disposal Contracts

Report of: Cllr Brian Spurr, Executive Member for Sustainable Communities

Summary: This report seeks approval for expenditure for two new contracts to continue (1) the treatment and disposal of residual waste and (2) the treatment and disposal of recycling collected by Central Bedfordshire Council (CBC).

To facilitate the continuation of the residual waste disposal duty, a short term contract is required to cover the interim period between the end of the current contract and the commencement of the Central Bedfordshire Energy and Recycling (BEaR) Project solution.

The initial term of the current recycling contract is drawing to an end at a time when the market for recyclable materials is extremely buoyant. On this basis, the contract for recycling is also being included in the procurement exercise to take advantage of the current market conditions.

The estimated total contract value, for both of these contracts, based on current costs is £4.425m per annum (pa) however, this procurement is expected to make savings on the current spend for the service.

Advising Officer: Alan Fleming, Acting Director of Sustainable Communities
Contact Officer: Tracey Harris, Head of Waste Services
Public/Exempt: Public
Wards Affected: All
Function of: Executive
Key Decision No
**Reason for urgency/
exemption from call-in
(if appropriate)** N/A

CORPORATE IMPLICATIONS

Council Priorities:

The action supports the CBC priorities of providing:

- Great universal services – bins, leisure and libraries and
- Value for money – freezing council tax

by providing suitable, value for money treatment and disposal of household waste collected by the Council.

Financial:

1. As an ongoing statutory service, adequate finance is provided for in base budgets for 2012/13 and will continue to be included within budgets for subsequent years. This procurement is expected to provide savings against current spend and contribute towards the achievement of Efficiency SC34 as set out in the Medium Term Financial Plan.

Legal:

2. Pursuant Section 1 of the Refuse Disposal (Amenity) Act (RDA) 1978 and section 51 of the Environmental Protection Act (EPA) 1990 the Council has a statutory duty to provide for places for disposal of household waste and to dispose of the waste it collects.
3. The initial periods of the current residual waste treatment and disposal contract in the north and SLA in the south end on 30 September 2012. The BEaR project will provide the longer term waste treatment solution for CBC, however the extension periods applicable to the contract and SLA do not extend as far as the likely commencement date of the BEaR solution and an interim contract is necessary to cover the interim period.
4. The initial period of the current recycling treatment and disposal contract ends on 13 January 2013. Disposal of recycling is not a constituent part of the BEaR Project and two single year extensions are available on the contract however, the market for recyclates is currently very buoyant so it is opportune to go out to tender at this time to achieve potential savings.
5. Due to the total value of the contracts a full EU procurement process is being carried out.

Risk Management:

6. The Council has a statutory duty to provide treatment and disposal of the waste it collects under section 1 of the RDA 1978 and section 51 of the EPA 1990. Kerbside and Household Waste Recycling Centre collections would be at risk of suspension if disposal facilities for the collected waste were not provided.

Staffing (including Trades Unions):

7. Not Applicable.

Equalities/Human Rights:

8. Not applicable, any issues arising from non provision of the service would impact on all residents.

Public Health:

9. The health and wellbeing of residents would be negatively impacted if treatment and disposal facilities were unavailable for an extended period of time. Ultimately waste collections would be suspended and over time accumulated waste would present a risk to public health from vermin, litter and odours.

Community Safety:

10. As above.

Sustainability:

11. The new contracts will ensure that waste is managed in line with the updated waste hierarchy contained within the EU Waste Framework Directive 2008. Waste will be treated to the highest level in the waste hierarchy as is financially and practically feasible. The solution will also take account of the target to reduce biodegradable waste sent to landfill as set out in the Waste and Emissions Trading (WET) Act and the Landfill Allowance Trading Scheme (LATS) targets contained therein.

Procurement:

12. The procurement team is actively supporting the tender process. The procurement is being undertaken utilising this Councils' Procurement Procedures.

Overview and Scrutiny:

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

RECOMMENDATIONS:

The Executive is asked to:

1. **Approve expenditure for two new contracts to continue:**
- (a) the treatment and disposal of residual waste; and**
 - (b) the treatment and disposal of recycling collected by Central Bedfordshire Council (CBC).**

Reason for Recommendations: So that the treatment and disposal of residual waste and recycling can continue in line with our statutory duties

Executive Summary

14. This report seeks approval for expenditure for contracts to (1) continue the treatment and disposal of residual waste and (2) the treatment and disposal of recycling collected by the Council.

15. A short term residual contract is required to cover the interim period between the end of the current contract and the commencement of the BEaR Project solution.
16. It is also considered to be a useful opportunity to tender the contract in relation to recycling due to the fact that there is currently a buoyant market for recyclable materials.
17. The estimated total contract value, for both of the proposed contracts, based on current costs is £4.425m per annum; however, this procurement is expected to make savings on the current spend for residual waste and recycling treatment and disposal. Therefore, the total financial commitment is expected to be lower than £4.425m per annum.
18. The procurement exercise is being carried out in conjunction with Bedford Borough Council (BBC) and Milton Keynes Council (MKC) on a "lot" basis. CBC's Procurement Procedures are being adhered to and Industry Standard Terms and Conditions and Performance Monitoring Standards are being utilised.
19. The PQQ stage has been completed and 10 bidders have been invited to submit tenders by the closing date of 25 June 2012. The preferred bidder for each lot will be identified through the evaluation process and recommended to the Director of Sustainable Communities who, in line with the Constitution, will be able to award the contracts in July.

Current Residual and Recycling Treatment and Disposal Contracts

20. The current contract in the North and Service Level Agreement in the South for the treatment and disposal of residual waste end on the 30 September 2012. The BEaR Project will provide CBC with a long term solution for residual waste disposal. The extension periods within the current contract and SLA are not of sufficient length to fill the interim period before the commencement of the BEaR Project solution and, therefore, a new short term contract is required to ensure the continuation of the service.
21. The current contract for the treatment and disposal of recycling ends 13 January 2013. Disposal of recycling is not a constituent part of the BEaR Project and so will not be transferred to the project at any time in the future. The current contract provides an opportunity for two single year extensions, however, the market for recyclates is currently very buoyant so it is an opportune time to re-tender to secure potential savings.
22. The current contract for the Materials Transfer and Recycling Facility at Elstow which ends in 2021, will continue to receive and bulk residual waste from the North of CBC and transfer it to the newly contracted treatment and disposal facility for residual waste. It will also continue to sort a minimal amount of the recycling and bulk and transfer the majority of recyclable material to the newly contracted treatment and disposal facility for recycling.

Procurement Process

23. An EU procurement process commenced on 14 March 2012 in conjunction BBC and MKC. The tender process was authorised by the Director of Sustainable Communities, the Executive Member for Sustainable Communities and the Deputy Executive Member for Waste. The joint approach has been taken in order to gain economies of scale from offering potential providers the combined tonnage from all three authorities.
24. A “lot” system is being utilised to enable the contract for each lot to be held directly by the relevant authority. This system also allows tenderers to submit prices for joint lots in addition to single lots. All three Councils have the flexibility to award to the ‘best’ bidder for their lot regardless of whether a combined lot is the ‘best’ bid for the other party. The lot approach also allows CBC to continue the process to award a contract should BBC or MKC decide, for whatever reason, to withdraw from the process at any time.
25. There are 6 lots in total, the three lots for CBC are listed below:
 - **LOT 2- CBC Residual North** (Approx 26ktpa - approx value £2.05m pa excluding bulking/haulage at Shanks, including landfill tax @ £64/t) 2.5 year term plus 18 months extension in monthly increments.
 - **LOT 3- CBC Residual South** (Approx 23ktpa- approx value £2.2m pa including haulage and landfill tax @ £64/t) 2.5 year term plus 18 months extension in monthly increments.
 - **LOT 5- CBC Recycling** (Approx 15.3ktpa- approx value £175k pa excluding bulking at Shanks) 5 years plus 3 years extension.
26. The procurement process is being conducted in two stages. The Pre-Qualification Questionnaire (PQQ) stage was completed on 25 April 2012 when the evaluation panel, consisting of officers from Waste and Procurement from all three authorities, agreed to take 10 of the potential 17 providers through to the Invited To Tender (ITT) stage which commenced 11 May 2012.
27. The date for tender submissions is 25 June 2012 after which the final stage of evaluation will be completed. In line with the Councils’ Procurement Procedures the Councils’ standard evaluation matrix will be utilised. Officers from CBC will commence evaluation of submitted tenders from 29 June 2012 and the panel of officers from all three authorities will then moderate the scoring and identify the preferred bidder for each lot by 13 July.
28. The preferred bidder for each of CBC’s lots will be recommended to the Director of Sustainable Communities who is able, in accordance with the Council’s constitution, to award the contract. The latest date for contract award is 27 July 2012.

Lot Specifications

Residual Lots 2 and 3

29. The specification for the two residual waste lots require the proposal of a solution which fulfils the Councils obligations, under the final year of the Landfill Allowance Trading Scheme, to landfill only the permitted tonnage of biodegradable waste in 2012/13 and therefore will offer treatment for at least part of the residual waste. CBC is open to different types of treatment such as Energy from Waste and Mechanical and Biological Treatment, however, in line with Council policy, mass burn incineration will not be considered.
30. The timescales have been set to allow for flexibility with the commissioning stage and full commencement date of the BEaR Project solution. The initial two and a half year term is followed by 18 single month extensions which can be agreed in blocks of multiple months. A six month notice period enables the progress of the BEaR Project solution to be closely monitored and ensures a smooth transition to the new provider at that time.

Recycling Lot 5

31. The specification for the recycling lot guarantees that the materials currently accepted in the kerbside recycling scheme can continue to be recycled. These include paper, cardboard, cartons, tins, cans, foil, all plastic packaging and worn out textiles. The specification also gives the opportunity to add additional materials to the recycling including, in particular, glass bottles and jars, which are now able to be processed by a greater number of recycling facilities.
32. The timescales have been set for an initial 5 year period which will give longer term security to bidders and should encourage more attractive pricing. The end of the three year extension period is set to coincide with the end of the Shanks contract in 2021; thus enabling a full retender of the bulking, transfer and sorting of all CBC's kerbside collected recycling at that time.

Contract Terms

33. With the support and approval of Legal Services, Industry Standard "Terms and Conditions" provided by the Chartered Institute of Waste Management have been utilised alongside a "Performance Standards and Incentives Mechanism". These have been adapted for use with this contract to ensure a clear and robust set of conditions.

Conclusion and Next Steps

34. This procurement will provide CBC with continued treatment and disposal facilities for residual waste and recycling collected by the authority in order to fulfil its' statutory duty to dispose of household waste.

35. The closing date for tender submissions is 25 June 2012; following which the evaluation process will be undertaken and the preferred bidder for each lot will be identified. A recommendation will be made to the Director of Sustainable Communities who, in line with the constitution, will be able to award the contracts.
36. Executive is, therefore, asked to approve the proposed expenditure of £4.425m per annum, which will be incurred upon the entering of the two new contracts explained above.

Appendices:

None

Background Papers: (open to public inspection)

None

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Meeting: Executive
Date: 3 July 2012
Subject: Quarter 4 Performance Report
Report of: Cllr Maurice Jones, Deputy Leader and Executive Member for Corporate Resources
Summary: To report on Quarter 4 2011/12 performance for Central Bedfordshire Council's corporate performance indicator set.

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

CORPORATE IMPLICATIONS

Council Priorities:

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

Financial:

1. None directly but there are a number of performance indicators within the corporate suite that have a strong financial link, including: Council Tax collected, Amount of debt outstanding, Invoices paid within 30 days, and Time taken to process benefits and change events.

Legal:

2. None.

Risk Management:

3. Any areas of ongoing underperformance would be a risk to both service delivery and the reputation of the Council.

Staffing (including Trades Unions):

4. The corporate performance suite includes indicators on sickness absence within the Council and the number of agency staff used.

Equalities/Human Rights:

5. This report highlights performance against a range of indicators which seek to measure how the Council and its services impact across all communities in Central Bedfordshire, so that specific areas of underperformance can be highlighted for further analysis.
6. As such it does not include detailed performance information relating to the Council's stated intention to tackle inequalities and deliver services so that people whose circumstances make them vulnerable are not disadvantaged. The interrogation of performance data across vulnerable groups is a legal requirement and is an integral part of the Council's equalities and performance culture which seeks to ensure that, through a programme of ongoing impact assessments, underlying patterns and trends for different sections of the community identify areas where further action is required to improve outcomes for vulnerable groups.

Public Health:

7. The report highlights performance against a range of social care indicators that are currently in the corporate indicator set. Future amendments to the corporate indicator set will reflect the new public health aspects of the Council's work.

Community Safety:

8. Serious Acquisitive Crime is included in the Corporate Performance Indicator set.

Sustainability:

9. Included in the indicator set are a broad range of indicators relating to sustainability including those covering employment, benefits claimants, affordable housing and waste.

Procurement:

10. The corporate indicator set includes the monitoring of the percentage of undisputed invoices paid within 30 days.

Overview and Scrutiny:

11. This report will be presented to the Overview and Scrutiny committees during their July 2012 cycle of meetings.

RECOMMENDATION:

The Executive is asked to:

1. **acknowledge the overall strong performance in Quarter 4 and the encouraging outturn performance for indicators in the corporate indicator set; and**
2. **to recommend officers to further investigate and resolve underperforming indicators as appropriate.**

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

Executive Summary

12. During 2011/12 against a difficult economic climate and changing customer demand the Council, through planned actions and revisions to the way services are provided, has been able to improve performance for the majority of indicators in the corporate indicator set. A fuller summary is provided in the 'Overview' section of this report.

Introduction

13. Management of the corporate indicators supports the delivery of Council priorities. An overview of performance in Quarter 4 and Directorate summaries are set out below supported in Appendix A by a summary of the detailed performance data.

Overview

14. Particularly encouraging is the way that performance has improved in the latter part of the year for many indicators as a result of carefully planned management action, in line with expectations. This means the Council is well placed to maintain improved performance in 2012/13. Examples of this are:
 - Clients receiving self directed support (SCHH2),
 - Carers receiving needs assessment or review (SCHH3),
 - Clients receiving a review (SCHH 6),
 - Percentage of initial assessments undertaken within ten working days of referral (CS1),
 - Percentage of Council Tax due collected (CH1),
 - Time taken to process Housing Benefit, Council Tax Benefit (CH2).
15. It is important to note that these improvements have taken place against a difficult economic background, one that not only restricts the finances available to the Council, but also brings about increased demands on some services. An example being 'The time taken to process Housing Benefit, Council Tax Benefit claims' (CH2), where improvements in processing times have to be set in the context of significantly increased workload as the number of claims being received by the service increases. Equally whilst the number of households living in temporary accommodation ended the year slightly over target, the overall increase was minimised through the provision of appropriate homelessness advice and support services to a growing number of households.
17. The current economic climate is not the only external factor that makes some of this improved performance so encouraging. The ageing population continues to see increased referrals to services such as Social Care and despite this pressure, strong improvement in performance has been seen for indicators such as the percentage of 'Clients receiving self directed support' (SCHH2) and 'Clients receiving a review' (SCHH6).

18. Appendix A provides an overview of performance for each of the indicators in the corporate set. The previously reported indicator CH5 which measured the number of agency staff used by the Council no longer forms part of this indicator set. This means that for Quarter 4 it has been possible to RAG score 23 of the 29 corporate indicators. The remainder have not been scored, either because no target had been set or the nature of the indicator means it is not suitable to score in this way. Wherever possible the summary shows the direction of travel for the indicator. These are shown in the table below:

RAG score 2011/12	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Green	11 (58%)	12 (52%)	14 (58.5%)	16 (69.6%)
Amber	5 (26%)	6 (26%)	3 (12.5%)	3 (13%)
Red	3 (16%)	5 (22%)	7 (29%)	4 (17.4%)
	19 (100%)	23 (100%)	24 (100%)	23 (100%)

19. Performance in Quarter 4 has improved compared to Quarter 3, with an increase in Greens and a reduction in Reds. Overall performance is strong bearing in mind the challenging targets set for a number of the red indicators.
20. Looking at the indicators scored as Green in Quarter 4, the Council continues to perform well across a wide range of services including:
- Carers receiving a needs assessment. (SCHH3)
 - Clients receiving a review. (SCHH6)
 - Number of households in temporary accommodation with dependents. (SCHH8)
 - Percentage of non decent homes (Council stock). (SCHH9)
 - Percentage of initial assessments within ten working days of referral. (CS1)
 - Percentage of child protection cases reviewed during the year. (CS3)
 - Percentage of referrals of children in need that led to initial assessments. (CS4)
 - Ofsted schools and college classifications. (CS7)
 - Supporting a reduction in serious acquisitive crime. (SC1)
 - Number of people in employment. (SC3)
 - Number of affordable homes created. (SC4)
 - Length of road resurfaced. (SC5)
 - Percentage of household waste sent for recycling. (SC6)
 - Percentage of municipal waste landfilled. (SC7)
 - Undisputed invoices paid within 30 days. (CH3)
 - Customer enquiries resolved at the first point of contact. (CH7)
21. Within these Green indicators it is worth pointing out the following:
22. The Social Care measure of the percentage of clients receiving a review (SCHH6) saw significant improvement in Quarter 4 achieving its target for the year of 80% with an outturn of 82.65%.
23. In Children's Services the percentage of initial assessments undertaken within ten working days of referral, continues to improve and by the close of the year it had reached 86.4%, exceeding the target of 85%. This is good performance compared to statistical neighbours. (CS1)

24. Quarter 4 saw the second successive reduction in serious acquisitive crime compared to 2010/11. This ensured that the total number of recorded crimes of this type reduced by 550 in 2011/12 compared to 2010/11. This is a reduction of 13% and means that Central Bedfordshire's rate for the year at 10.6 serious acquisitive crimes per 1,000 population was well below the target of 13.30 crimes per 1,000 population. Whilst this improvement reflects the work of all involved in the Community Safety Partnership, including the Police, Probation, etc, the Council continues to play a significant role. For example the Environmental Protection Team and Trading Standards supported the Police in operations targeting metal theft. The Council's CCTV team continues to instigated arrests some directly relating to Serious Acquisitive Crime. Alongside this work the Council's financial and service support for the Integrated Offender Management programme, which helps offenders reduce their offending behaviour, is showing positive results. (SC1)
25. The total number of affordable homes created at 440, exceeded the Council's target of 300. Whilst government subsidy played a part in this is still very strong performance in the current economic climate. (SC4)
26. The percentage of undisputed invoices paid by the Council within 30 days (CH3) continues to meet the 90% target and at 92.32% for the year is up 6% on 2010/11.
27. The outturn level of first point resolution by the Customer Service Contact Centre (CH7) at 88.3% ensured that the Council remained well ahead of its target of 80%.
28. Of the three indicators which are Amber, two were showing improving performance in Quarter 4 and are in Corporate Services:
 - The percentage of Council Tax due collected at 97.95% at the end of the year was just 0.05% below target and is very strong performance in the current economic climate. The shortfall equates to approximately £71,000 which needs to be viewed in the context of the £139.5M collected. (CH1)
 - The rate of staff sickness absence fell sharply in Quarter 4 to 2.04 days lost per employee (FTE). This is very close to the target of 2 days and therefore the quarterly performance was scored as Amber. However the resulting annual performance of 9.21 days per employee missed the target of 8 days and has therefore been scored as Red. (CH6)
29. The other indicator scored as Amber has declining performance and is in Social Care, Health and Housing:
 - The number of households living in temporary accommodation increased in Quarter 4 as more households have been directly affected by the tough economic conditions. The resulting outturn at 46 households was within 10% of the target of 43 households and is therefore scored as Amber. (SCHH7)

30. Of the four indicators scored as Red, three are showing improving performance, and one deteriorating performance. Looking first at the three that are improving, two are within Social Care, Health and Housing, one is in Corporate Services:
- Despite a challenging national target set for the percentage of clients receiving self directed support, Quarter 4 saw continued improvement. At the close of the year the Council had achieved 52.9%. Whilst this is below the target of 60%, it is 22.5% higher than the outturn figure for 2010/11. (SCHH2)
 - Performance in respect of the percentage of SOVA investigations completed within 35 days improved during Quarter 4 to 59.7% and although this is below the target of 80%, it is in line with the outturn for 2010/11. The complexity of some cases which by necessity involve multiple agencies is one of the reasons why investigations take longer than 35 days. A new more sophisticated performance measure is under consideration for 2012/13. (SCHH4).
31. The other Red indicator showing improved performance is in Corporate Services.
- This relates to the time taken to process Housing Benefit, Council Tax, new claims and change events. Considerable effort has gone into improving the processing times which is beginning to show results. The average time taken in 2011/12 was 30.6 days down from 42 days in 2010/11. Despite this improved performance, the quarterly and annual targets were both missed. However the work undertaken to clear the backlog in 2011/12 alongside improvements in the process of handling such requests means that the Council is well placed to meet its monthly targets in 2012/13, despite increasing demands on the service due to the current economic conditions. (CH2)
32. The other indicator scored as Red had declining performance and was in Children's Services:
- The percentage of children looked after with three or more placements during the year, rose to 13% at the close of Quarter 4 and therefore did not achieve the outturn target of 10%. To put this into context the outturn of 13% is slightly higher than our statistical neighbour average for 2010/11 of 11.8% and in the previous Ofsted Performance Assessment Framework any figure up to 16% was banded as "Very Good". The current cohort includes children with complex needs. If a child or young person from this group needs an alternative placement this action will be taken to improve outcomes for the child. (CS2)
33. As this is Quarter 4 it is possible to RAG score the outturn data for 22 indicators against annual targets. This includes 2 indicators whose outturn was reported in previous quarters. Accepting that a number of indicators have changed and some are not scored, outturn RAG scores for 2010/11 are also included for reference.

Performance	Outturn 10/11	Outturn 11/12
Green	9 (30%)	13 (43.3%)
Amber	5 (16.7%)	2 (6.6%)
Red	9 (30%)	7 (23.3%)
Outturn data awaited or no target was set	7 (23.3%)	8 (26.6%)

34. This is encouraging performance bearing in mind the challenging targets put in place for a number of measures to enable them to link to national targets and the continuing economic climate which is directly affecting a number of the indicators.

DIRECTORATE SUMMARIES

Social Care, Health & Housing

35. Although another challenging year for Adult Social Care, there has been a continued improvement in performance. The target for both carers' assessments (SCHH 3) and reviews (SCHH 6) has been exceeded and whilst outturn for self-directed support (SCHH 2) was not achieved, this is the third successive year of improvement. The improvement in performance can be attributed to the management action put in place to re-profile targets and proactively manage performance and productivity of staff, together with the additional resources secured to assist with the annual review of client's care packages.
36. Performance in relation to safeguarding (SCHH 4) has improved in the last quarter of the year, with an outturn similar to that of 2010/11. As previously reported long standing cases which usually involve the Police and other partners are regularly monitored to ensure that the individual is safeguarded and when appropriate the case is closed.
37. The Housing Service achieved the decent homes target (SCHH 9) with no properties being non-decent as at the 31 March. The target set for households living in temporary accommodation, with dependent children, was also achieved, against a backdrop in which there has been an increase in the overall number of households living in temporary accommodation, where the target was narrowly missed. There is pressure on the Service, mainly due to the prevailing economic environment.

Children's Services

38. The Council's performance in protecting vulnerable children and young people has remained good this quarter. Key indicators measuring social care assessment, timeliness and review are on target at year end. The demand on frontline teams continues to increase with an increase in numbers of children subject to child protection plans. The size of social worker caseloads is addressed to ensure that social workers are able to provide the quality and depth of work required for these complex cases.
39. Queensbury Upper School was inspected on 13 and 14 October 2011 and judged to require special measures. On 22 and 23 February 2012 Ofsted undertook a monitoring inspection and judged the school to have made inadequate progress. Local Authority monitoring since February shows that satisfactory progress is now being made in addressing a significant number of areas identified as needing improvement in the October Ofsted inspection. The school is making good progress towards becoming a sponsored academy.

40. Ashton Middle School was given a Notice to Improve on 9 February 2011. The school was inspected on 14 and 15 March and inspectors judged that the school no longer requires significant improvement. The school is now judged to be a satisfactory and improving school.

Sustainable Communities

41. Across the board, Sustainable Communities continues to deliver high performance across a wide range of indicators. The Economic Growth indicators continue to show the impact of the economic downturn and show that Central Bedfordshire has fared relatively well and maintains above average performance in comparison to our neighbouring and national authorities. The service continues to perform well in its response to these challenges and the first CBC Economic Development Plan was adopted by the Council in November. The service has also completed Master plans or Site Development Briefs in five of Central Bedfordshire's town centres and has secured, invested, or is seeking to invest over £12 million to stimulate private sector growth in delivering these.
42. The number of affordable homes created has exceeded its target of 300 by 140. This compares extremely favourably to the national trend, which has seen a large reduction in affordable housing. Much of the affordable housing has been delivered in partnership with housing associations and developers to provide a range of types and tenures that meet the needs of various communities across Central Bedfordshire. (SC4)
43. Four of the projects which Building Control worked on in 2011, with local companies, won Local Authority Building Control (LABC) Excellence Awards for the Central Region. In March 2012, the Building Control team entered five projects, in eight categories, for this year's LABC awards. Three of these projects were award winners and the project for the Restoration of Nissen Huts at Moggerhanger park was the winner in Best Community Building and was also the winner of the Supreme Award being voted the best of all 11 category winners.
44. The Council continues to deliver value for money on its highways services as reported to the November Executive by the Sustainable Communities Overview and Scrutiny Committee. Due to the £3m of funding being brought forward from the 2012/13 budget, almost double the original target for the amount of road resurfaced has been achieved.
45. 2011/12 has seen significant reductions in domestic burglaries, theft of motor vehicles, and robberies but a small increase in theft from motor vehicles. This has resulted in a significant decrease in Serious Acquisitive Crime and whilst this improvement reflects the work of all involved in the Community Safety Partnership, including the Police, Probation, etc, the Council continues to play a significant role. For example in the last twelve months the Environmental Protection Team and Trading Standards have supported the Police in operations targeting metal theft.

The Council's CCTV team has instigated 173 arrests some directly relating to Serious Acquisitive Crime, such as robbery, but also covering matters such as criminal damage, assault, drugs misuse, drink driving and possession of offensive weapons. Alongside this work the Council's support for the Integrated Offender Management programme both in financial terms and service support from teams such as the Community Safety Team and Child Protection Team, is showing positive results. The programme which helps offenders reduce their offending behaviour through a package of support has seen those involved in the scheme and at liberty in Central Bedfordshire, reduce their re-offending rate in Quarter 4 2011/12 to 0.96 offences per offender, down from 1.96 in Quarter 4 2010/11.

46. During March, the Financial Investigation Unit in Public Protection has seen the largest payout of Home Office incentivisation monies. In total, CBC received over £115,000 for assisting other public bodies with their criminal confiscation proceedings under the Proceeds of Crime Act 2002.
47. The amount of residual waste produced per head of population has been dramatically reduced and we are top of the 'Race to Zero Waste' league table for the Eastern Region and sixth in the country. (SC6)

Corporate Services – Resources

48. Strong performance throughout the year by the Revenues and Benefits Team ensured that at the close of the year 97.95% of all Council Tax due had been collected, an improvement on the 2010/11 performance. Whilst this was 0.05% below target and therefore scored as Amber, it is impressive performance bearing in mind the continuing economic conditions. (CH1)
49. The considerable effort that has gone into improving the processing times for Housing Benefit and Council Tax Benefit is beginning to show results. In March 2012 the processing time had fallen to 17 days well below the 25 days in March 2011. The average time taken in 2011/12 was 30.6 days down from 42 days in 2010/11. Performance has been scored as Red as the Council did not meet its target of 25 days, however the work undertaken to clear the backlog in 2011/12 alongside improvements in the process of handling of such requests means that the Council is well placed to meet its new monthly targets in 2012/13, despite a growing volume of work. (CH2)
50. The Council continues to be a prompt payer of invoices with 92.32% of all undisputed invoices paid within 30 days. This is the second successive annual improvement and demonstrates the Council's Commitment to support its suppliers during this difficult economic climate. (CH3)

51. The Council continues to carefully monitor the amount of debt owing to it and the age of that debt, and includes this as a measure in the Corporate Indicator Set. Whilst this measure provides a snapshot of the level of debt broken down by the length of time that the debt has existed, it is highly affected by seasonal factors such as the bulk issuing of invoices. The decision has therefore been taken to replace this measure in the 2012/13 set with a more sophisticated one that is less prone to seasonal variation and which helps the Council monitor its progress in reducing long term debt. The new measure will focus on debt over 1 year old with a proposed target that this is reduced by 10% during the year. To ensure consistency, this measure will exclude debt which is already subject to legal process or charges on the sale of assets. In cash terms this will amount to a target reduction of £120k for 2012/13 year. (CH4)

Corporate Services - People and Organisation

52. Sickness absence fell to its lowest level since Quarter 1 2010/11 in Quarter 4 with a rate of 2.04 days lost per employee, well below the 2.42 days experienced in Quarter 4 2010/11. This performance is very close to the target of 2 days and has therefore been scored as Amber for Quarter 4. Despite this improved performance the average rate for the year at 9.21 days missed the target of 8 days and was a slight deterioration from the 9.07 days achieved in 2010/11, hence the outturn performance has been scored as Red. (CH6)
53. During the quarter the Customer Service Contact Centre continued to meet its target of resolving 80% of calls that it receives at the first point of contact, with a rate of 86.25%. This resulted in overall performance for the year of 88.3% this is strong performance for a service that handled 582,582 calls during 2011/12. (CH7)

Appendices: Appendix A – High level summary of the Quarter 4 Performance Indicators taken from the performance tables.

Background Papers: (open to public inspection) - Quarter 4 Detailed Performance Information (Copies are available from the Performance Team, contact 0300 300 6981).

Location of papers: Priory House

Performance Report Appendix A			Quarter 4 2011/12		
Ref	Indicator	Quarterly Performance	Outturn performance	Quarterly Performance	Outturn performance
Social Care, Health and Housing					
SCHH 1	People supported to live independently (NI1136)	↔	↔	Not scored	Not scored
SCHH 2	Clients receiving self directed support (NI 130)	↑	↑	R	R
SCHH 3	Carers receiving needs assessment or review and a specific service or advice and information (NI 135)	↑	↑	G	G
SCHH 4	SOVA investigations completed within 35 days	↑	↑	R	R
SCHH 5	Achieving independence for older people through rehabilitation / intermediate care (NI 125) (Annual)	Annual	Annual	Not available	Not available
SCHH 6	Clients receiving a review (D 40)	↑	↑	G	G
SCHH 7	Number of Households living in temporary accommodation (NI 156a)	↓	↓	A	A
SCHH 8	Number of Households living in temporary accommodation (Households with dependants / pregnant) (NI 156b)	↓	↓	G	G
SCHH 9	Percentage of non decent homes (Council stock) (NI 158)	↑	↑	G	G
Children's Services					
Ref	Indicator	Quarterly Performance	Outturn performance	Quarterly Performance	Outturn performance
CS 1	Percentage of initial assessments within ten working days of referral (NI 59)	↑	↑	G	G
CS 2	Percentage of children looked after at 31 March with three or more placements during the year (NI 62)	↓	↓	R	R
CS 3	Percentage of child protection cases which should have been reviewed during the year that were reviewed (NI 67)	↔	↔	G	G
CS 4	The percentage of children in need that led to initial assessments (NI 68)	↑	↑	G	G
CS 5	Achievement at level 4 and above in both English and Maths at Key Stage 2 (NI 73) (Annual report Qu2)	Reported in Qu2	Reported in Qu2	R	R
CS 6	Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths (NI 75) (Annual report Qu3)	Reported in Qu3	Reported in Qu3	R	R
CS 7	Published Ofsted school and college classifications	↓	↓	G	G

Report comparison - Depends on the nature of the indicator			Performance Judgement		
Seasonal	Quarter on quarter	Annual	Direction of travel (DoT)	RAG score (Standard scoring rules unless the indicator specifies alternative scoring arrangements)	Performance at least 10% below the required level of improvement
Compared to the same time in the previous year	Compared to the previous quarter	Compared to one fixed point in the previous year	↔	R	RED - target missed / off target - Performance at least 10% below the required level of improvement
			↔	A	AMBER - target missed / off target - Performance less than 10% below the required level of improvement
			↑	G	GREEN - Target achieved or performance on track to achieve target
Sustainable Communities					
SC 1	Number of Serious Acquisitive crimes per 1,000 population (NI 16)		↑	G	↑
SC 2	The number of out of work benefit claimants (Monitor only)		↑	Not scored	Data 6 months in arrears
SC 3	The number of people in employment (Aged 16 to 64)		↑	G	Data 6 months in arrears
SC 4	Number of affordable homes created		↑	G	↑
SC 5	Length of road resurfaced		↑	G	↑
SC 6	Percentage of household waste sent for recycling (NI 192)		↑	G	Data not yet available
SC 7	Percentage of municipal waste landfilled (NI 193)		↑	G	Data not yet available
Corporate Services - (Corporate Health Indicators) Resources					
CH 1	The percentage of Council Tax due, collected		↑	A	↑
CH 2	Time taken to process Housing Benefit, Council Tax, new claims and change events		↑	R	↑
CH 3	Undisputed invoices paid within 30 days		↑	G	↑
CH 4	Amount of debt outstanding (No target set)		↓	Not scored	Not scored
Corporate Services - (Corporate Health Indicators) People and Organisation					
CH 6	Corporate sickness absence		↑	A	↑
CH 7	Percentage of first point resolutions by the Customer Service Contact Centre		↓	G	↓

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