

Central Bedfordshire
Council
Priory House
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please ask for Jonathon Partridge

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date 18 April 2013

NOTICE OF MEETING

SOCIAL CARE, HEALTH & HOUSING OVERVIEW & SCRUTINY COMMITTEE

Date & Time

Monday, 29 April 2013 10.00 a.m.

Venue at

Council Chamber, Priory House, Monks Walk, Shefford

Richard Carr
Chief Executive

To: The Chairman and Members of the SOCIAL CARE, HEALTH & HOUSING OVERVIEW & SCRUTINY COMMITTEE to be announced at the Council AGM on 18 April 2013.

All other Members of the Council - on request

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

AGENDA

1. **Apologies for Absence**

Apologies for absence and notification of substitute members

2. **Minutes**

To approve as a correct record the Minutes of the meeting of the Social Care, Health and Housing Overview and Scrutiny Committee held on 04 March 2013 and to note actions taken since that meeting.

3. **Members' Interests**

To receive from Members any declarations of interest and of any political whip in relation to any agenda item.

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

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

5. **Petitions**

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

6. **Questions, Statements or Deputations**

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

7. **Call-In**

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

8. **Requested Items**

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

Reports

Item	Subject	Page Nos.
9	Executive Member Update To receive for information a verbal update from the Executive Member for Social Care, Health and Housing.	* verbal
10	Bedfordshire Plan for Patients 2013/14 To receive the Bedfordshire Plan for Patients 2013/14, which details the commissioning intentions of Bedfordshire Clinical Commissioning Group (BCCG) for 2013/14.	* 13 - 26
11	Mental Health and Social Isolation To receive a presentation relating to mental health and the implications of loneliness on a persons mental health.	* verbal
12	Housing Asset Management Strategy To consider the Housing Asset Management Strategy for the Central Bedfordshire Council housing stock.	* 27 - 68
13	Quarter 3 Performance Monitoring To receive the quarter 3 monitoring report for the Social Care, Health and Housing directorate.	* 69 - 76
14	Quarter 3 Capital Budget Monitoring Report To receive the quarter 3 capital budget monitoring report for the Social Care, Health and Housing directorate.	* 77 - 82
15	Quarter 3 Revenue Budget Monitoring To receive the quarter 3 revenue budget monitoring report for the Social Care, Health and Housing directorate.	* 83 - 98
16	Quarter 3 Housing Revenue Account Monitoring To receive the quarter 3 Housing Revenue Account (HRA) monitoring report.	* 99 - 106
17	Work Programme 2013/14 and Executive Forward Plan To receive the currently draft Social Care, Health and Housing Overview and Scrutiny Committee work programme for 2013/14 and the Executive Forward Plan.	* 107 - 136

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CENTRAL BEDFORDSHIRE COUNCIL

At a meeting of the **SOCIAL CARE, HEALTH & HOUSING OVERVIEW & SCRUTINY COMMITTEE** held in Council Chamber, Priory House, Monks Walk, Shefford on Monday, 4 March 2013.

PRESENT

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

Cllrs P A Duckett
Mrs R B Gammons
Mrs S A Goodchild

Cllrs Mrs D B Gurney
P Hollick
M A Smith

Apologies for Absence: Cllrs D Bowater

Substitutes: Cllrs Mrs G Clarke (In place of D Bowater)

Members in Attendance: Cllrs R D Berry
C C Gomm
C Hegley
M A G Versallion
Executive Member for
Social Care, Health &
Housing
Executive Member for
Children's Services

Officers in Attendance: Mr B Carter – Corporate Policy & Scrutiny
Manager
Mr N Costin – Head of Private Sector Housing
Mr T Keaveney – Assistant Director Housing
Services
Mrs J Ogley – Director of Social Care, Health and
Housing
Ms E Saunders – Assistant Director Commissioning

Others in Attendance Dr D Gray Director of Strategy and System
Redesign (Bedfordshire Clinical
Commissioning Group)
Mr B Smith Chairman, Bedfordshire LINK

SCHH/12/102 **Minutes**

RESOLVED

That the minutes of the meeting of the Social Care, Health and Housing Overview and Scrutiny Committee held on 28 January 2013 be confirmed and signed by the Chairman as a correct record with the exception of

Minute No. SCHH/12/93, whose reference to “Swiss Cottage Care Home” should be amended to read “Caddington Hall”.

SCHH/12/103 Members' Interests

There were no declarations of interest or political whip in relation to any agenda items.

SCHH/12/104 Chairman's Announcements and Communications

The Chairman confirmed that the work of the Housing Task Force had now been placed on hold pending consideration of the Allocations Policy.

SCHH/12/105 Petitions

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

SCHH/12/106 Questions, Statements or Deputations

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

SCHH/12/107 Call-In

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

SCHH/12/108 Requested Items

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

SCHH/12/109 Executive Member Update

Cllr Mrs C Hegley, the Executive Member for Social Care, Health and Housing updated the Committee on issues that were not included in the agenda, these included:-

- An event hosted by Hertfordshire County Council, which she had attended and which had showcased that Council's current work and

achievements. It was the Executive Member's view that Central Bedfordshire should also consider hosting such an event.

- The Domiciliary Care tender evaluation panel, which she had taken part in.
- Her attendance at a number of meetings of the Housing Task Force, whose work had proved very helpful with regard to the formulation of the draft Tenancy Strategy.
- Her attendance at the Older People's Reference Group.
- Her attendance at a regional networking meeting.
- A recent design workshop regarding the Dukeminster extra care housing scheme.

Members of the Committee raised a number of related issues during the course of the update, listed below, which the Executive Member agreed to address at the next meeting:-

- The Council's bid to pilot an innovative IT solution to minimise loneliness.
- The latest position with regard to Timebanking.
- Funding for lymphoedema in Central Bedfordshire

SCHH/12/110 **LINK Update**

The Committee received an update from Mr B Smith, Chairman of Bedfordshire LINK, on the key work and issues the LINK's 3 working groups were presently engaged in, which covered Health, Mental Health & Learning Disabilities and Social Care.

In addition to the update the Committee were informed that a final annual report was presently being prepared by the LINK to be published by 31 March and on 27 March the LINK would meet with the new local Healthwatch group to discuss legacy issues.

NOTED the update

SCHH/12/111 **Joint Community Bed Review**

The Assistant Director, Commissioning and the Director of Strategy and System Redesign (Bedfordshire Clinical Commissioning Group) delivered a joint presentation, which provided Members with an update on Step Up, Step Down: Short Stay Medical Unit and the Community Bed Review. The presentation specifically covered:-

- The Greenacre service and current statistics.
- An analysis of the outcomes for people leaving Greenacre.
- Case examples and learning points.
- Changes made or being considered.
- The Sub-Acute South service, outcomes and challenges.
- The Community Bed Review update, which confirmed the continuing commission of 29 beds at Biggleswade hospital in 2013/14.

In light of the presentation the Committee discussed the following issues in detail:-

- Current usage of Biggleswade Hospital and the contractual levers available to Bedfordshire Clinical Commissioning Group to improve the performance of SEPT.
- The challenges of funding the Sub-Acute pathway from 2013/14 using a partnership approach with Luton & Dunstable hospital and the ability to extend further the service into other localities.
- The frustration felt in some quarters regarding the delay in the publication of a final report on the Community Bed Review. The Director of Social Care, Health & Housing acknowledged the frustration but stated that she would rather the review take a while longer in order to get it right and address issues such as governance, funding and location. She confirmed however that a final report should be published in May 2013.
- The fundamental importance of good communication with carers, particularly those caring for the elderly aged 75+, who tended to have multiple health issues.
- The importance of advance planning discharges for those patients leaving Greenacres and the SSMU.
- With regard to the Sub-Acute South service and patient reported outcomes, there was some concern regarding the sufficiency of patient involvement in decisions regarding their clinical treatment.
- The Liverpool Care Pathway and the need for the Committee to receive further information regarding it.

The Committee thanked the Assistant Director, Commissioning and the Director of Strategy and System Redesign (Bedfordshire Clinical Commissioning Group) for a comprehensive and informative presentation.

RECOMMENDED

That the Committee receive a presentation at a future meeting regarding the Liverpool Care Pathway.

SCHH/12/112 Evaluation of the Short Stay Pathway

This issue was covered in the previous item (Minute SCHH/12/111).

SCHH/12/113 Mental Health

This item was deferred until a future meeting to be advised.

SCHH/12/114 Domiciliary Care Retender

The Executive Member and the Assistant Director Commissioning introduced a report and delivered a presentation, which provided the Committee with an update regarding the retendering of the current domiciliary care contracts using a framework agreement. The presentation specifically covered the following issues:-

- An explanation of domiciliary care.
- What the Council wanted to achieve via the retendering process.
- The Framework Agreement approach.
- The commissioning and procurement process.
- Example tender evaluation questions.
- Additional evaluation criteria.
- How the Framework will work.
- Transition arrangements.
- Ongoing improvement and monitoring.

In light of the report and points contained in the presentation the Committee discussed the following issues in detail:-

- The position of Cranfield in the locality. It was confirmed that Cranfield would be included within the West Mid Bedfordshire geographic lot.
- Whether providers would be guaranteed a minimum number of care packages. It was confirmed that the Framework approach did not allow this.
- The introduction of an Electronic Monitoring system to measure the performance of providers in terms of duration of visits, late calls, missed call, etc. It was confirmed that other systems within the Framework approach would measure the quality of the service provided during a visit.
- The Council's aim of achieving value for money and the impact this may have on the pay and conditions of carers, and therefore the quality of care provided. The Director of Social Care, Health and Housing confirmed that there were robust safeguards in place, such as a clear specification, contract monitoring and standards of practice, which would ensure the quality of care provided.
- The need for the Committee to receive a progress report on the implementation and operation of the Framework Agreement within 6 months.

The Committee requested that its thanks to the Social Care, Health and Housing Directorate for their hard work on this scheme be recorded.

RECOMMENDATIONS

- 1. That the approach to securing future Domiciliary Care services in Central Bedfordshire be endorsed; and**
- 2. That a progress report be received within 6 months on the implementation and operation of the Framework Agreement.**

The Assistant Director for Housing Services introduced a report and delivered a presentation, which proposed the adoption of a Tenancy Strategy in order to fulfil the Council's legal requirements conferred on it by the Localism Act 2011. The Committee was informed that the Tenancy Strategy has been developed following a Member's seminar held in August 2012 and through work undertaken by a Member's Task & Finish Group, which had worked on associated Housing issues, to make use of the freedoms and opportunities created by the Localism Act, and in response to the National Housing Strategy. The Strategy has been subject to a significant amount of consultation over a 12 week period. The presentation specifically covered the following issues:-

- The new freedoms under the Localism Act, the National Housing Strategy and strategic alignment.
- The key tenets of the Tenancy Strategy covering the best use of stock, under-occupation and the "hand up" approach.
- Introductory Tenancies.
- The principles behind tenancy renewal
- Consideration of the presumption of tenancy renewal for older people at or above state retirement age.
- Consideration of under-occupation of 2 bedroom dwellings by 1 bedroom.

The Committee also received a verbal report from Councillor Charles Gomm, as a member of the Task & Finish Group, which informed the Committee's discussion on the final two bullet points in particular.

With regard to under-occupation, the Committee recognised that welfare reform will precipitate significant change in the social housing sector (and wanted this issue captured in the Strategy) and also that there is a limited supply of both one bedroom and two bedroom accommodation, that will constrain the opportunities for people to downsize. However, there was also recognition that one bedroom accommodation was less than ideal, and in particular may not suit older and vulnerable people, who may have a carer who stays with them on a regular basis. Mention was also made of the potential adverse impact on children of separated parents who shared residency on an informal basis.

On balance, the Committee recommended to the Executive that the Tenancy Strategy does not allow under-occupation of two bedroom accommodation; but that the position be reviewed in approximately 3 years time, to consider the impact of welfare reform. The material consideration was that during the next two years, people will choose to downsize from three bedroom accommodation and there will need to be a supply of two bedroom accommodation for people to move to. On balance, therefore, the Committee believed that it was unreasonable to allow under-occupation of two bedroom accommodation, whilst people were seeking to downsize and the demand for 2 bed properties was likely to be high.

The Committee also considered whether older people should be subject to tenancy review and at what age reviews should cease to take place. It was

recognised that contact should be maintained with older people and that the increased emphasis on Tenancy Audit and regular visits to tenants' homes was a potential benefit to older people. The Committee considered the specific question of an age after which reviews should no longer take place and recommended to the Executive that the state retirement age, whatever that would be in future, should be the prescribed age at which tenancy reviews should stop and the presumption thereafter was that an older person should enjoy their home for the remainder of their life, if they so chose.

From a more general perspective, the Committee discussed the need for discretion to be established within detailed operational procedures, to consider each and every case on their individual merits, taking account of relevant circumstances to achieve the appropriate outcome, in each case. The Committee was concerned that the Tenancy Strategy, when implemented, could be applied in a way that was too stringent and potentially insensitive to considerations that are unforeseeable at this time; or fall outside of the Policy boundaries. The Committee recommended that appropriate discretion is established within the Review procedures and that the Appeals Process, when developed, be used and embraced as an opportunity to test the intent and outcomes of the Policy so that, if necessary, the policy could be refined.

RECOMMENDED TO EXECUTIVE

3. That the Tenancy Strategy 2013-2018 be approved, subject to:

- (a) a presumption of tenancy renewal for older people at or above state retirement age; and**
- (b) no allowance for under-occupation of two bedroom accommodation (but that the position be reviewed in approximately 3 years time, to consider the impact of welfare reform).**

SCHH/12/116 Home Energy Conservation Act New Requirements

The Head of Private Sector Housing introduced a report and delivered a presentation, which provided the Committee with details of the approach to be taken in order to ensure Central Bedfordshire Council met the new requirements of the Home Energy Conservation Act 1995. The presentation specifically covered the following issues:-

- Background to the Home Energy Conservation Act (HECA).
- A description of the new HECA duties.
- The Council's approach to meeting the new requirements.
- Research findings.
- Recommended approach, including a focus on tackling fuel poverty, targeted ECO grant funding; a focus on cost effective measures, pilot schemes, continuing advice and improving understanding.

In light of the report and points contained in the presentation the Committee discussed the following issues in detail:-

- The Council's ability to encourage and if necessary, enforce, minimum standards in private sector housing.
- The need to take an holistic approach to home energy conservation including whole house assessments.

RECOMMENDATION

That the Committee endorses the general approach to be taken to meet the Council's new obligations under the Home Energy Conservation Act 1995.

SCHH/12/117 Work Programme 2012/13 and Executive Forward Plan

The Committee considered its current Work Programme and the latest Executive Forward Plan and were content with the agenda items proposed for consideration at forthcoming meetings, with the addition of the following items:-

- A presentation at a future meeting regarding the Liverpool Care Pathway.
- A progress report be received within 6 months on the implementation and operation of the Domiciliary Care Framework Agreement.

RECOMMENDATION:

That the Social Care, Health & Housing OSC Work Programme be noted.

(Note: The meeting commenced at 10.00 a.m. and concluded at 1.45 p.m.)

Meeting: Social Care Health and Housing Overview & Scrutiny Committee
Date: 29 April 2013
Subject: Bedfordshire Plan for Patients (2013/14)
Presented by: Diane Gray, Director of Strategy & System Redesign
Summary: The report provides Members with details of Bedfordshire Clinical Commissioning Groups Plan for Patients and provides Members with an opportunity to comment as appropriate.

Contact Officer: Diane Gray, Director of Strategy & System Redesign
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

1. All of the corporate implications are as detailed in the body of the report. The Plan for Patients will support the Councils priority to promote health and wellbeing and protect the vulnerable.

RECOMMENDATION:

That the Social Care Health and Housing Overview & Scrutiny Committee receive the Bedfordshire Plan for Patients (2013/14) and comment as appropriate.

Reasons for recommendation

- 1 *The BCCG Governing Body approved the Plan on 3rd April 2013. It is available on the BCCG website. It is recommended the OSC notes this national planning timetable requirement.*
- 2 *A prospectus; a lay person's version of the plan, will be published by the end of May 2013, and is currently being developed by a small patient representative working group. The draft will be circulated more widely within April to a wide range of patient, carers and public representative organisations for further comment before its final publication. It is recommended the OSC notes this national planning timetable requirement*
- 3 *The intended outcome is to produce a clear, credible plan that supports on-going authorisation process and ensures that the local population has access to the highest quality health care, providing the best patient experience possible within available resources.*

Executive Summary

2. The Bedfordshire Plan for Patients 2013/14:
 - Underpins Quality & Safety within all elements of the plan.
 - Identifies the health needs of the local population through Joint Strategic Needs Assessments of Bedford Borough and Central Bedfordshire Local Authorities.
 - Outlines the existing healthcare provider landscape and the challenges it faces, with particular reference to the impact of Acute Services Review.
 - Describes the Financial Challenge.
 - Describes our strategic approach to commissioning in partnerships with Local Authorities, with the voice of patients/service users, carers and the public at the forefront.
 - Aligns our plans to our local Health and Wellbeing Strategies.
 - Identifies the objectives, outcomes and local priorities associated with Care Right Now, Care for my Condition into the future, Care When is not that Simple.
 - Identifies productivity opportunities of £15.7 million and describes the framework that demonstrates assurance of delivery.
 - Describes the programme of transformational change with significant impact for; Integrated Care and improving outcomes for frail, older populations; providing planned, elective care in community based settings, improving the quality and productivity of primary care (e.g. GPs) improving dementia care and access to psychological therapies and improving children's and young people's pathways of care.
 - Has been reviewed as a draft by Central Bedfordshire and Bedford Borough Health and Wellbeing Boards in March 2013.

Background

3. In accordance with the Health and Social Care Act (2012) Clinical Commissioning Groups have a statutory requirement to prepare a Commissioning Plan before the start of each financial year.
4. The Bedfordshire Plan for Patients 2013/14 is developed from Bedfordshire Clinical Commissioning Groups Commissioning Intentions 2013/14 (December 2012) which has been reviewed by the CBC Health and Wellbeing Board in January 2013. A draft of Bedfordshire Plan for Patients 2013/14 was reviewed by CBC Health and Wellbeing Board on 21st March 2013.

Key Issues

5. Strategy Implications

- 5.1 Section 2.0 Table describes how the Plan aligns to the priorities and objectives of the Health and Wellbeing Board.
- 5.2 The Plan supports 'Everyone Counts; A New Approach to NHS Planning' (December 2012), the NHS Outcomes Framework and the NHS Constitution.

- 5.3 The production of a clear, credible plan is also a condition for authorisation for Bedfordshire Clinical Commissioning Group. Having reviewed the draft Bedfordshire Plan for Patients 2013/14 the NHS Commissioning Board Local Area Team has recommended that planning conditions be removed.
6. **Governance and Delivery**
Section 5.0 describes Governance and Delivery mechanisms.
7. **Management Responsibility**
Diane Gray, Director of Strategy & Redesign
8. **Public Sector Equality Duty (PSED)**
- 8.1 The reviews and projects that will arise as a result of this plan will each undertake their own equality analysis (as per BCCG's Planning & Delivery Framework), and address any potential inequalities appropriately. Public sector equality duty (PSED) and equality objectives are described within the of the Plan. Local community groups representative of nine protected characteristics; age disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation will asked for views/comments in relation to the Prospectus.
- 8.2 There are no risk issues relating to the public sector equality duty
- Risk Analysis**
9. Section 5.4 outlines headline risks

Appendices:

Appendix A – Bedfordshire Plan for Patients Executive Summary

Background Papers: (open to public inspection)

Bedfordshire Plan for Patients (available on the internet at <https://www.bedfordshireccg.nhs.uk/page/?id=3591>)

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Appendix**Bedfordshire Plan for Patients****Executive Summary:
Background and context:**

This document, the Bedfordshire Plan for Patients, is a technical commissioning document that takes our strategic starting point and applies it to the Bedfordshire health economy in the 2013-14 financial year, with indications of intent in 2014-15 and 2015-16. It sets out the projects and changes that will occur during the year to improve the quality and safety of care within the financial envelope available. It also sets out the ensuing implications on clinical pathways, activity in the main categories of healthcare provision, and expected shifts in workforce patterns. As well as the intentions of us as commissioners, it takes into account the plans of the major providers serving the Bedfordshire population. It is therefore a tool that can be used to monitor progress and delivery across the health and social care system of Bedfordshire during and after 2013-14.

Bedfordshire Clinical Commissioning Group's (BCCG) total population of 441,766 is split between the two unitary authorities with 165,270 residents in Bedford Borough and 276,496 in Central Bedfordshire. As in many parts of England, significant increases in the numbers of older people are expected over the next five to ten years. Around 3,300 deaths happen each year, of which one third are of people aged under 75, i.e. premature deaths. The 'big killers' of circulatory diseases, cancers and respiratory diseases are significant contributors to the life expectancy gap, as they are to overall life expectancy. In particular, cardiovascular disease is the single biggest driver of the life expectancy gap between the most deprived and least deprived.

During 2012/13 the shadow CCG began to operate in full shadow form. It took on formal delegated budgets from the Cluster PCT, built on its existing leadership of the 2011/12 QIPP Programme, led the main provider contracts and developed its joint work programmes with Local Authorities. BCCG used 2012/13 to invest in the infrastructure to support an effective quality and safety function. BCCG's overall strategic approach includes a focus on delivery of improved patient outcomes, with the recognition that this will require development of new ways of commissioning and contracting. As a result, during 2012/13, BCCG has been at the forefront of innovations in commissioning approaches, with its procurement of a system of musculoskeletal care which incentivises providers to collaborate to deliver improved outcomes for patients within an agreed overall budget.

BCCG is building on existing relationships created by Bedfordshire PCT with social care commissioners in both Bedford Borough and Central Bedfordshire councils, but refreshing them with more clinical input and refocusing on improving both patient outcomes and value for money. In addition to strengthening these existing

relationships, we will be building new commissioning relationships with both public health and the NHS England's Local Area Team (LAT). In 2013-14, we will also continue to develop our partnerships with the local authority-based public health teams to ensure the fragmentation of commissioning responsibilities does not lead to loss of resilience within overall healthcare provision. The place where all health and social care commissioning – CCG, social care, public health and NHS England – comes together in each unitary authority is at the Health and Wellbeing board. Each of the two local Health & Wellbeing Boards served by BCCG have agreed priority areas on which we will all focus. The Boards will hold us to account on our collaborative efforts to address those priority needs, as well as improve the overall health of the local populations. The CCG plays a strong lead role in both Boards already. Each Board has as its vice-Chair, a clinical leader from the CCG: the CCG's chief clinical officer was appointed as vice-chair for Central Bedfordshire's Board and the Bedford Borough locality chair for Bedford Borough's. Both Health & Wellbeing Boards have developed their strategies and set out strategic priorities and this Plan for Patients plays a significant part in delivering against both sets of priority measures.

BCCG is already laying a strong foundation to build upon in its approach to working in partnership with patients, carers and the public. Understanding and listening to patient, carer and community views is critical to delivering health care improvement. BCCG's involvement of LINKs and other public and patient groups can be seen in 2012/13 with the patient and public deliberative event that informed BCCG's commissioning intentions, in the involvement of LINK representatives in unannounced visits to community units, and in its support of a variety of partnership boards that bring together service user and carer representatives.

During 2012/13, BCCG has also established systematic ways to routinely and methodically capture the views and experiences of patients/service users, carers and the public. These will become embedded during 2013/14 and increasingly used as sources of 'intelligence' to complement hard data on health need, benchmarking and evidence of best practice.

Information on clinical quality comes from routinely reported data sets, regulator reviews, and the work of BCCG's Quality and Safety team. Together, these sources provide rich evidence on the state of care experienced by patients. The quality monitoring process in relation to all our large provider contracts includes a quarterly face to face review. This review is based on intelligence provided by the provider (in the case of largest contracts, usually a hospital) in relation to the CQC outcomes framework. There is a detailed review of incidents, complaints and intelligence in relation to patient experience that may come from external bodies including LINKs/HealthWatch or GP practices. The other important source of intelligence in relation to provider quality and patient experience are the safeguarding alerts and investigations.

In 2013-14, Bedfordshire CCG will invest its resources in a range of NHS, private and voluntary agencies. Bedfordshire contains one local hospital (Bedford Hospital NHS Trust, 2012-13 contract size £119 million). The Bedfordshire population also routinely use the services of five other hospital sites in surrounding areas.

Despite good clinical performance, Bedford Hospital's Trust Board has recognised that the Trust will not be either clinically or financially viable or sustainable in the long term. This means it would not be able to reach Foundation Trust status as a standalone organisation. In October 2012, Bedford Hospital developed an Outline Business Case on a merger partnership with Milton Keynes NHS Foundation Trust. This will be further explored with the NHS Trust Development Agency and Monitor in the early part of 2013/14. Bedford Hospital required financial support to break even in 2012/13 and faces another significant financial challenge in 2013/14.

Most adult and children's community services in Bedfordshire are provided by South Essex Partnership NHS Foundation Trust (SEPT), with a 2012-13 contract valued around £36 million per annum and running until August 2014. SEPT runs community bedded units at the Archer Unit (Bedford), Biggleswade Community Hospital, and provides therapist input to specifically commissioned beds within two nursing homes (the Taymer and the Knolls, both in Central Bedfordshire). Their strategic direction is to move to greater, potentially universal, use of virtual wards with patients cared for within their own homes.

SEPT is the largest provider of mental health and learning disability healthcare in Bedfordshire. Their service covers in-patient and community mental health teams, learning disability in-patient and specialist teams, a memory and dementia service for the over-65s, and a crisis team.

In 2011, the NHS in Bedfordshire, Luton, Milton Keynes and Northamptonshire formed 'Healthier Together', a programme to review the way our hospital services are delivered. Six Clinical Working Groups (CWGs) were created with the mandate to consider how we improve the quality and outcomes of services for the population while ensuring that each of the five hospitals retains A&E and maternity service as well as outpatient appointments and many other routine services. The reports were completed in late 2012 and will form the basis for discussions with the local clinical workforce and the local populations to make recommendations for the future. As a result of a number of factors, the Healthier Together programme board made the decision to close the programme in its current form at the end of March 2013. However, the important work of the programme (including the Clinical Working Groups' reports) will not be lost and will be taken forward by the CCGs in more local programmes.

The indicative baseline CCG allocation for 2013/14 is £429.5m increasing from £419.8m from 2012/13 after including the nationally announced uplift for CCGs of 2.3%. Programme budgeting information suggests that one third of the CCG's total

available budget is spent on just three clinical areas: mental health disorders, circulatory problems and cancers.

The challenge for the CCG is the difference between its anticipated resource growth and the pressures it faces from pay and price pressures (i.e. increasing costs of drugs and devices), demand and quality pressures (growing and ageing population) and local underlying pressures arising from known differences between actual current expenditure and the allocation of resources through the exercise undertaken to establish CCG baselines (e.g. Continuing Healthcare), less the benefit it receives from providers from the nationally agreed 1.3% reduction in tariff. In 2013/14, the CCG's financial challenge has been calculated as £15.7 million.

The financial plan allows for 2% of the overall commissioning budget to be set aside to fund transformation within the local health economy.

The main operational areas of risk to the overall Bedfordshire position for 2013/14 relate predominantly to continuing care retrospective claims and secondary care commissioning both in terms of activity growth exceeding the levels assumed within plans/contracts and non-delivery of planned change programme savings. Other risks include Specialist Commissioning Group (SCG) take versus actual SCG spend currently within contracts, unplanned costs arising from the Pathology redesign and a local provider that is currently financially unsustainable.

In response to these risks the CCG will:

- robustly manage acute contracts including sharing contract forecasts, monitor, validate and challenge activity/finance with providers
- review expenditure to ensure that it is consistent with the basis on which CCG allocations were made, identify areas where this is not the case and correct any errors (e.g. SCG/Enhanced Services)
- work to ensure pathology implementation delivers potential benefits
- review continuing care to minimise procurement costs and fully understand the potential impact of retrospective CHC claims,
- deliver the required level of savings to ensure maintenance of financial balance through rigorous programme management approach to our change programme

In addition to the mitigating actions detailed above the CCG has also increased its contingency reserve from 0.5% to 1% to manage any higher than planned variations in activity.

Objectives of the Bedfordshire Plan for Patients 2013/14

Our vision considers all aspects of health and social care in Bedfordshire. It is clear that traditional concepts of secondary care, community care and mental health are no longer suitable to describe the integrated system of care required in the 21st Century. The discrete silos of current healthcare provision are replaced with a model more suited to the predominance of long term conditions experienced by our population. In our model, the primary aim is to support patients to be self-caring and independent, with much less reliance on specialist intervention.

The specific objectives of this operational plan are set out in the three strategic areas of focus described in BCCG's strategic commissioning plan. In each area, BCCG has established a strategic aim, a longer term strategic outcome measure (linked directly to the 2013/14 NHS Outcomes Framework) and an annual priority measure (which may be a process measure designed to ensure delivery towards the relevant overall outcome). The plan's strategic approach and objectives tie in completely with the 2013-14 NHS Outcomes Framework and our two local Health & Wellbeing strategies, as set out in [the table](#). In addition, they also support work to reduce inequalities in health as identified in the November 2012 reports for each local authority by the Director of Public Health.

Care right now

The existing system of urgent care can be confusing and duplicative, resulting in a less than optimal patient experience and inefficient use of resources. We will review and improve patients' access to "care right now" and the co-ordination of that care back to their general practice so that any necessary follow-up can be undertaken promptly.

Locally identified priority measure: Improving patient experience of general practice services, measured using the Friends & Family (net promoter) test, such that the net promoter score is 5% better in Quarter 4 (Jan-March 2014) than in Quarter 1 (April-June 2013)

Care for my condition into the future

As the Bedfordshire population ages, long term conditions (conditions that cannot be cured but can be managed through medication and/or therapy) are becoming more prevalent. Evidence points to best value care in long term conditions being provided through empowering and supporting patients such that they are informed and ready to self-manage.

Locally identified priority measure: In the 20% most deprived population of Bedfordshire, increase the number of smokers who have quit for 4 weeks by 15% more than the 2012/13 target

Care when it's not that simple

Once people need on-going assistance with their care and/or activities of daily living because of physical or mental impairment or both, it becomes more important than ever for healthcare and social care services to work together in partnership.

Locally identified priority measure: Increase to 47%, the proportion of people able to die at their usual place of residence

Activities to be delivered

1. Improving quality in primary care

We have predominantly high performing GP practices that are committed as providers and commissioners to improving healthcare for their local community. Our practices are relatively low referrers to hospital and have reduced variation in their prescribing to an extent that, nationally, they are among the highest quality prescribers of antibiotics.

However variation in quality, access, productivity and outcomes between our practices is still too great. We recognise that general practice is subject to its own demand and quality challenges coupled with recruitment and retention problems. Primary care clinicians and practice managers have developed a new primary care quality framework for 2013/14. Our practices and localities already hold each other to account for the quality of services that they provide and will continue to support and help each other through the changes ahead.

2. Better value through effective contract management

Effective contract management will be delivered through a combination of continual review and challenge of coding and counting with its providers as well as driving improvements in patient care with initiatives such as reducing variation between providers in excess bed days and eliminating unnecessary follow up outpatient appointments. The CCG has established a revised consultant to consultant referral protocol and will audit these referrals closely to ensure that providers are remunerated for only those that are necessary and within the parameters of the protocol.

The planned total productivity opportunity from effective contract management will be £5.518 million.

3. Programme delivery:

(a) Urgent care & integrated care (total productivity opportunity = £1.7million)

In 2013/14 we aim to achieve:

1. provision of proactive rather than solely reactive care
2. development of 'people-' rather than 'organisation-' focussed care pathways
3. Improvement in experience and outcomes for patients and carers
4. the system coming together to deliver care pathways in a more integrated way
5. the whole system coping better with urgent need
6. support for providers to reduce capacity in acute facilities

This will require a different approach to commissioning healthcare locally. We would see the establishment of provider partnership groups, incentivised in the right way, to collectively own the challenges we face and collectively own the solutions in a cost effective and clinically effective way. This innovative and partnership model is driven by the following principles:

1. provide services that work together to help people stay well and supported in their own home
2. improve quality and patient experience and outcomes
3. care is evidence-based and safe
4. the overall pathway is financially affordable and sustainable

This will require a shift away from hospital focussed, to community-focussed care.

Financially, providers will be asked to come together to operate integrated care within indicative budgets and an ability to draw on transformational funds to accelerate the required transformational change and improvement in patient pathways and patient outcomes.

In urgent care, the work programme includes reviews of walk-in centre services and out of hours GP services.

(b) Maternity and children (total productivity opportunity = £0.16 million)

We will prepare for new maternity tariffs to look at financial implications for local acute trust maternity services, and examine in detail differences in admission rates for local maternity units, developing plans to address any inconsistencies in line with best practice.

We will be working with local acute and community providers to develop local pathways to support an effective treatment for children and young people with long term conditions, in particular Asthma, Epilepsy and Diabetes.

Prompted by higher than expected emergency admissions for long term conditions in children and young people and changing evidence of best practice in paediatric urgent care, we will look at the patterns of urgent care received by our children and young people and work in conjunction with the findings of the Healthier Together programme to commission an up to date model of care.

(c) Planned Care (total productivity opportunity = £1.3m)

A well-defined list of specialties are, in most cases, in the latter stages of redesign and will go live within 2013/14. These include an integrated musculoskeletal system of care, cardiology, ophthalmology, dermatology, neurology and stroke care.

(d) Mental health and learning disabilities (total productivity opportunity = £0)

Much of the work in this programme will be in determining the value of services currently provided and deciding strategic priorities for the future re-procurement of mental health services within the existing budgets assigned to mental health. However, particular focus in 2013/14 will be placed on the expansion of community mental health teams and primary care mental health services, as well as improved diagnosis and early intervention for people with dementia, and improved access to psychological therapies.

(e) Quality and productivity of primary care (total productivity opportunity = £6.97m)

Building on the need to improve quality in primary care, this programme incorporates both the medicines management plans (based around optimisation of patients' medications) and plans to reduce unwarranted variation in referral rates and utilisation of services outside primary care. This work will predominately take place at locality level.

Quality impact assurance of provider cost improvement plans

In order to gain assurance of quality and safety, BCCG are checking that providers have focused on the impact on quality of their identified CIPs and that a quality impact assessment has been completed and approved by the provider's board. The principles within the 'Star chamber' approach have been adopted as part of the quality review and Integrated Performance meetings. Sign-off of all provider cost improvement plans will be completed during April 2013.

Activity and workforce

Activity levels across each main form of acute activity (A&E attendances, elective and non-elective admissions, and outpatient attendances) are expected to shift out of hospital and fall compared with 2012/13 planned rates.

For Bedfordshire, workforce figures show an overall decrease in staff in post and an increase in pay-bill due to staffing costs increasing in line with annual increments. In community and mental health services, there is little predicted change over the whole workforce but this is net result of changes to different workforce groups. These changes include a growth in nursing, a reduction in clinical support and small reduction in infrastructure support. The medical and scientific workforce are predicted to remain constant.

In Bedford and L&D hospitals, numbers of staff in post are predicted to fall over the next five years. This reduction is applied broadly across all workforce groups with the largest change occurring in the administrative staff group.

Delivery and assurance

BCCG has established a Patient Safety and Quality Committee (PSQC) as a sub-Committee of the BCCG Governing Body. The Committee will provide the BCCG Governing Body with assurance that appropriate processes are in place to demonstrate effective delivery of the organisation's priorities and objectives in the context of patient safety, clinical effectiveness and patient experience. Quality risks will be managed in line with BCCG's Risk Management Framework. BCCG, with support from the Commissioning Support Unit (CSU), will deliver the development, negotiation and monitoring of quality outcome measures within annual contracts with providers.

Bedfordshire Clinical Commissioning Group has noted the recommendation within the Francis report that GPs will need to undertake a monitoring role of behalf of their patients in relation to acute care and other services. There is recognition that "the GP role does not end with the referral". We already have good examples of GP involvement of monitoring the pathways in relation to Stroke pathways in both main Acute Trusts; this principle will continue.

In order for any plan to be successful and deliver it requires a solid framework within which to work. The local system utilizes a framework based on sound, internationally recognised methodologies. The schemes for change are grouped into Programmes each of which is governed by a clinical Senior Responsible Owner (SRO). This methodology ensures that work is both clinically led and assured, and that clinical, ethical and financial commitments can be owned accountably and effectively within the Group. Teams of service redesign managers and project managers manage the grassroots delivery of change; specialist support within these projects is provided by our commissioning support service.

Contracts with new providers may be negotiated and agreed using expert procurement support, either from the local Commissioning Support Service or from NHS Elect. New contracts with existing providers are negotiated and agreed by senior BCCG managers and the lead CCG clinician for that area (often one of the clinical directors).

During the term of each contract, regular monitoring meetings are held, covering financial and quality performance; these occur monthly for the largest contracts. BCCG has a CCG clinician present at every contract monitoring meeting, and expects the same of each provider. Providers are held to account for delivery against financial, performance and outcome indicators, agreed at the start of the contract. Should a provider fail to deliver against these indicators, BCCG will require a remedial action plan and increase frequency of monitoring. If the actions in the provider's remedial plan not be met within appropriate and agreed timescales, then BCCG will have the right to serve a breach of contract notice to the provider.

Locality representation is embedded in the process through input into the planning of the contracts required by locality teams and also their engagement with programmes led by the service redesign team.

The use of programme boards to oversee the development and implementation of projects and delivery of programme objectives ensures regular and consistent input from CCG localities, local authority commissioning partners, health and social care providers, patients and carers, and patient/public representatives such as HealthWatch and service user groups. Community engagement and consultation is a significant and important aspect of any organisation or service if that organisation is to plan and deliver services that meet the needs of individuals in local communities. Whilst any methods of consultation and engagement used are generally suitable for all communities, there are certain aspects and issues that need additional consideration for minority groups. BCCG will ensure they consult their local diverse population as appropriate and that Equality Impact Analysis is undertaken on all projects and proposals to engage and involve stakeholders and reflect the importance of inclusivity and the demographics of Bedfordshire.

The full Bedfordshire Plan for Patients document can be found [here](#) .

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

Date: 29 April 2013

Subject: Housing Asset Management Strategy

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

Summary: This report asks the Overview and Scrutiny Committee to consider the content of the proposed Housing Asset Management Strategy and subsequently make recommendations to the Executive meeting on the 14 May 2013.

The Housing Asset Management Strategy outlines how Central Bedfordshire Council (CBC) will approach the regeneration, new build and maintenance of its social housing stock in the future.

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

Contact Officer: John Holman, Head of Asset Management

Public/Exempt: Public

Wards Affected: All

Function of: Executive

RECOMMENDATION(S):

Social Care, Health and Housing Overview and Scrutiny Committee:

- 1. Considers the recommendation to the Executive to approve the Housing Asset Management Strategy (attached at Appendix A)**
- 2. Review the content of the Housing Asset Management Strategy and recommend it be adopted by the Executive. (Attached at Appendix B)**

Appendices:

Appendix A – Draft Executive report on the Housing Asset Management Strategy

Appendix B – The Housing Asset Management Strategy

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Appendix A

To Social Care, Health and Housing Overview and Scrutiny Committee on 29 April 2013

Meeting: Executive
Date: 14 May 2013
Subject: Housing Asset Management Strategy (HAMS)
Report of: Cllr Carole Hegley, Executive Member for Social Care, Health and Housing
Summary: The purpose of this report is to request Executive approval of the Housing Asset Management Strategy.

Advising Officer: Julie Ogley, Director of Social Care, Health and Housing
Contact Officer: John Holman, Head of Asset Management
Public/Exempt: Public
Wards Affected: All Wards
Function of: Executive
Key Decision Yes
Reason for urgency/ exemption from call-in (if appropriate) Not applicable

CORPORATE IMPLICATIONS

Council Priorities:

The Housing Asset Management Strategy (HAMS) supports the following Council priorities :

- Improving educational attainment
- Enhancing the local community
- Promote health and well-being and protecting the vulnerable.
- Value for money

Financial:

1. The financial implications of HAMS are incorporated within the approved Housing Revenue Account revenue and capital budgets. Over the course of the Medium Term Financial Plan, the maintenance budget is £18.7m and the capital programme anticipates a spend of £46.9m

Legal:

2. The Council has a statutory duty to maintain its homes in a satisfactory condition ensuring they are safe, weather tight and have heat, power etc. It also has a duty to provide for the homeless. The proposals contained in the HAMS will help the Council to comply with these obligations more cost effectively.

Risk Management:

3. The HAMS helps to mitigate the following corporate risks:
 - failure to deliver the Council's priorities, Medium Term Plan, the Housing Strategy 2011-15, and programmes including Residential Futures;
 - failure to make adequate provision for the accommodation needs of older people in Central Bedfordshire.
4. In addition, there are a number of risks identified in delivering the HAMS, including:
 - ICT ability to support changes
 - Contractor durability
 - Lack of sufficient skilled staff
 - Lack of an enduring focus to complete long term regeneration
 - Not maximising strategic fit & securing corporate support
5. These identified risks will be managed and appropriate mitigating action taken.

Staffing (including Trades Unions):

6. Not applicable at the moment but the HAMS does consider partnership working which may have implications for staff at a later date.

Equalities/Human Rights:

7. Public authorities have a statutory duty to promote equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of nine protected characteristics; age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. National and local research indicates that there is a shortage of appropriate and affordable housing for older people. The approval of the HAMS will play an important role in helping to improve outcomes for CBC tenants and the wider community.

Public Health:

8. Good housing has a positive impact on public health and education.
9. Extra Care housing residents are less likely to be admitted into a hospital for an overnight stay compared to a similar person living in the Community.

Community Safety:

10. The provision of well designed accommodation and environment will enhance the safety, security and well being of the community.

Sustainability:

11. A key priority of the HAMS is to create a housing portfolio that meets the demands of today and tomorrow. This will involve replacing homes that are no longer fit for purpose and developing options for new homes that will meet the aspirations of future tenants.

Procurement:

12. All procurement will be undertaken in accordance with the procurement strategies current at the time to deliver value for money.

Overview and Scrutiny:

13. This matter was considered by the Social Care, Health and Housing Overview and Scrutiny Committee on the 29 April 2013. Recommendations from this meeting(to be inserted following meeting).

RECOMMENDATIONS:

The Executive is asked to:

- 1. Approve the Housing Asset Management Strategy (HAMS).**

<i>Reason for Recommendations:</i>	<i>To enable detailed plans for maintenance, improvement regeneration and new build of the Councils housing stock, together with new business initiatives to be progressed.</i>
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Executive Summary

14. The Council Housing Revenue Account Business Plan is well placed to maintain its existing housing stock of 5205¹ homes in reasonable repair for the 30 year life of the Business Plan. In addition, subject to an agreed resources plan underpinning this strategy, additional funds are available for:
- new provision of extra care housing
 - re-provision of unsatisfactory housing
 - environmental improvements
 - the building of new homes
 - the development of new business opportunities
15. Self financing provides the Council with the opportunity to review its approach to asset management, redevelop unsatisfactory housing stock and create an enduring legacy. There is no longer a need to meet a government prescribed Decent Homes standard and the Council is free to establish its own standards and invest more intelligently in its stock.
16. The strategy addresses the use of land, buildings, new development, disposals, and regeneration. It will use existing and future funding to deliver its legacy and will examine the long term economic value and sustainability of existing stock before significant investment is made. The strategy seeks to deliver high quality, well designed, suitable and affordable homes in communities where people want to live.
17. The Housing Asset Management Strategy outlines how Central Bedfordshire Council (CBC) will approach the regeneration, new build and maintenance of its

¹ September 2012

social housing stock.

Introduction

18. The Council's housing stock is one of CBC's highest value assets and one of its largest maintenance liabilities. The housing stock has an Open Market Value of £643m and an Existing Use Value of £294m. There are 5205 homes² in the portfolio and houses account for half (50%) of the total stock; there are 1808 flats in blocks of two to five storeys, including 153 bedsit properties, 133 Maisonettes as well as 773 bungalows. The CBC housing stock accounts for 6% of the total housing in the district and 36% of the affordable housing. The landlord service is also responsible for the maintenance and management of 3 traveller sites, which are not part of this strategy as they are accounted for in the General Fund.
19. In general the housing stock has been well maintained with modern facilities. CBC achieved the Government specified Decent Homes standard in 2010 with homes receiving either a kitchen or a bathroom (not both) and with limited improvement to the internal layout of homes. No external improvements were made. The idiosyncrasy of this government policy is a 50 year old bathroom may have been replaced but the kitchen of a similar age left. Similarly, a kitchen or bathroom that does not meet the age criteria but needs replacing will not have been considered. This policy will have resulted in many homes not meeting the future aspirations of tenants.
20. Over the next 30 years self financing provides a combined capital and revenue budget of £828m; over the same period a programme of £292m has been identified to ensure the housing portfolio remains fit for purpose³. This equates to a budget of £51k per property with the majority of spend focused on replacement kitchens, new roofs and central heating replacement. There are no particular issues with the stock although the non traditional Precast Reinforced Homes (PRC) Homes are likely to require major structural repair during the life of the business plan to eradicate the fundamental structural problem.
21. Meaningful HRA resource planning and portfolio management could enhance the surplus available to it, unlocking HRA investment capacity and maximising revenue income e.g. through the use of affordable rents on new build and flexible tenures. The potential net surplus, after meeting landlord obligations for management and maintenance, from all sources, over the next 30 years, is estimated to be £319m and could be used for service and stock improvement, new build and regeneration, depending on the Resource Plan. A strategic reserve and Sheltered Housing Re-provision Reserve have been created using annual surpluses and could be used to fund new housing provision, including extra care housing.
22. The work that will be delivered through the multi million pound HRA investment programme will be a catalyst to encourage local employment, training and businesses amongst our tenants and communities contributing to the local economy and supporting the Central Bedfordshire Pound.

The Housing Asset Management Strategy

23. The HAMS advocates an approach that combines a comprehensive maintenance, remodelling and regeneration programme that may include demolition as well as building new homes. Funding for the schemes may come

³ Savills Stock Survey dated June 2012

from a variety of sources including partnerships with Registered Providers and the private sector in order to create sustainable funding models, with CBC being able to contribute a mix of funding, land sales, land swaps and s106 agreements.

24. Work has been commissioned to identify the impact individual properties have on the Housing Revenue Account Business Plan. Once complete, consideration can be given to which stock is viable, what needs to be improved and what properties or land will need further consideration in order to help meet the HAMS priorities. The appraisal includes the shop and garage portfolio. Future investment decisions will follow a similar assessment, the governance structure for which has yet to be developed.
25. The CBC Housing Landlord Service has the potential to develop and operate as a wholly owned social enterprise. The HAMS is predicated on the organisation acting commercially, increasing both its scope and income, providing services across the Council and to the community. Self financing provides the opportunity to develop new business models, providing broader and more flexible services and generate additional income
26. The Asset Management Strategy is built around 7 priorities:
 - Priority 1** - Meet our obligation to existing and future tenants and their households, ensuring the housing stock, environment and infrastructure are kept in good repair, remain attractive, meeting tenants' current and future expectations.
 - Priority 2** - Create a housing portfolio that meets the demands of today and tomorrow. Replace homes that are no longer fit for purpose and develop options for homes that will not meet the aspirations of future tenants.
 - Priority 3** - Identify land to build additional council homes in locations where people need and want to live and where the need is not being met by others.
 - Priority 4** - Identify and evaluate opportunities for increasing the stock of social housing through new build, acquisition and management (e.g. Registered Provider (RP) disposals, repossession & properties previously sold under the Right to Buy, managing other stock).
 - Priority 5** - Ensure the availability of the housing stock helps to cater for future demands, particularly the needs of older people, vulnerable, special needs and minority households through the provision of appropriate homes, attributes and facilities.
 - Priority 6** - Improve the energy efficiency of the housing stock, helping to reduce carbon emissions and reduce the cost of heating homes.
 - Priority 7** - Ensure the Housing Asset Management Strategy drives value for money, supporting local employment, training, procurement and spend in Central Bedfordshire (re-cycling the CBC Pound).
27. The initial focus of the HAMS will be to:
 - a. Deliver the asset management programme, using suitable approaches that achieve upper quartile value and customer satisfaction; including considering different delivery models, e.g. Joint Ventures
 - b. Develop at least 50 Extra Care housing flats
 - c. Undertake a suitability review of the Sheltered Housing Stock.
 - d. Develop a programme of regeneration where buildings, poor estate and

building layout and unattractive environments are addressed.

- e. Identify HRA land for development or disposal.

Financial Considerations

- 28. Improved housing and environments will enable quicker letting of homes. It will also contribute to more stable communities, improved health and education.
- 29. All expenditure will be financed through the Housing Revenue Account, either as borrowing or direct from the annual revenue surpluses.
- 30. The Housing Revenue Account (HRA) budget report, approved by Council on 21 February 2013, agreed to re profile principal HRA debt repayments, which will help to generate a total projected surplus of £33.9m for the period up to March 2017. Priority on this programme will be the extra care schemes e.g. Dukeminster, with other priorities on the remaining budget being considered as the schemes are developed.

Development and Regeneration Programmes

- 31. Work has already commenced to identify individual properties and areas that would benefit from regeneration. Similar work is also underway to identify development opportunities, initially on existing HRA land, e.g. garage sites in the south of the CBC area but will be extended to the north in due course.
- 32. In both cases it is intended to present an overview of the CBC area, identifying ranked opportunities which will also include potential increased leverage by linking to CBC initiatives and those of partner organisations.

Support for the Housing Asset Management Strategy

- 33. The HAMS has been considered by a special meeting of the tenants groups Way Forward Group (WFG) and Sheltered Tenants Action Group (STAG) who support the proposals, including refurbishment and, if appropriate, the demolition of homes that are no longer viable. They are particularly keen to see new homes built.
- 34. The HAMS has been consulted on widely for the last 3 months. Eighteen responses were received, including from a Town Council, a housing association, tenants and the general public. Overall the feedback was very supportive of the HAMS. Where comments have been made they will be considered as part of implementing the strategy.
- 35. Table 1. Next steps in making the HAMS into a deliverable plan

Activity	Date
Revise the Planned Maintenance Programme to account for the just in time approach and refurbishment rather than Decent Homes	April - June 2013
Conclude the review and report on where to invest and where other options are needed.	June - July 2013
Develop and approve regeneration programme	Autumn 2013
Develop and approve a new build programme	Winter 2013 -14

Conclusion and Next Steps

36. The HAMS presents a significant opportunity to change and improve the nature and extent of the Councils housing stock while supporting a number of the Councils priorities, including Key Strategic Priority 3 in the Housing Strategy, *Meeting the Accommodation Needs of Older and Vulnerable People* and meets the Medium Term Plan target, *Provide 50 extra care flats by 2014*.

Appendices: The Housing Asset Management Strategy

Background Papers:

Minutes from the special STAG/WFG tenants meeting dated 15 January 2013
Analysis of public consultation.

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Appendix **B**

Central Bedfordshire

Asset Management Strategy

APPENDIX B

To Social Care, Health and Housing Overview and Scrutiny Committee

29 April 2013

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Executive Summary

The Council Housing Revenue Account Business Plan is well placed to maintain its existing housing stock of 5205¹ homes in reasonable repair for the 30 year life of the Business Plan. In addition, subject to a revised resources plan underpinning this strategy, additional funds are available for:

- new provision of extra care housing
- re-provision of unsatisfactory housing
- environmental improvements
- new building

Decisions about allocating resources over and above the Council's obligations to its existing tenants will be based on a detailed 5-year resource plan and kept under review. Provision for repayment or re-scheduling of debt will be part of that plan but informed by the Council's overarching treasury management strategy.

Although the Council housing stock has been well maintained many of the properties have poor layouts, are of poor design and located in areas where future generations may not want to live. Central Bedfordshire Council has achieved the Decent Homes standard which is no longer a central government directive. Having achieved this benchmark the Housing Asset Management Strategy (HAMS) recommends a comprehensive approach to managing the housing portfolio. HAMS recommends the current policy of replacing either a kitchen or a bathroom (not both) without addressing the wider factors is replaced by a comprehensive approach to refurbishment and regeneration that considers energy efficiency, location, space and suitability.

The HAMS advocates an approach that combines a comprehensive maintenance, remodelling and regeneration programme that may include demolition as well as building new homes. Funding for the schemes may come from a variety of sources including partnerships with Registered Providers and the private sector in order to create sustainable funding models, with CBC being able to contribute a mix of funding, land sales, land swaps and s106 agreements.

Work has been commissioned to identify the impact individual properties have on the Housing Revenue Account Business Plan. Once complete, consideration can be given to which stock is viable, what needs to be improved and what properties or land will need further consideration in order to help meet the HAMS priorities. The appraisal includes the shop and garage portfolio. Future investment decisions will follow a similar assessment, with risk being managed through an investment board.

¹ September 2012

The CBC Housing Landlord Service has the potential to develop and operate as a wholly owned social enterprise. The HAMS is predicated on the organisation acting commercially, increasing both its scope and income, providing services across the Council and to the community. Self financing provides the opportunity to develop new business models, providing broader and more flexible services and generating additional income.

The Asset Management Strategy is built around 7 priorities:

Priority 1 - Meet our obligation to existing and future tenants and their households, ensuring the housing stock, environment and infrastructure are kept in good repair, remains attractive, meeting tenant's current and future expectations.

Priority 2 - Create a housing portfolio that meets the demands of today and tomorrow. Replace homes that are no longer fit for purpose and develop options for homes that will not meet the aspirations of future tenants.

Priority 3 - Identify land to build additional council homes in locations where people need and want to live and where the need is not being met by others.

Priority 4 - Identify and evaluate opportunities for increasing the stock of social housing through new build, acquisition and management (e.g. Registered Provider (RP) disposals, repossessions & properties previously sold under the Right to Buy, managing other stock).

Priority 5 - Ensure the availability of the housing stock helps to cater for future demands, particularly the needs of older people, vulnerable, special needs and minority households through the provision of appropriate homes, attributes and facilities.

Priority 6 - Improve the energy efficiency of the housing stock, helping to reduce carbon emissions and reduce the cost of heating homes.

Priority 7 - Ensure the Housing Asset Management Strategy drives value for money, supporting local employment, training, procurement and spend in Central Bedfordshire (re-cycling the CBC Pound).

Introduction

1. The Housing Asset Management Strategy (HAMS) outlines how Central Bedfordshire Council (CBC) will approach the regeneration, new build and maintenance of its social housing stock. It should be read in conjunction with:
 - a. The HAMS Resource Plan (to follow)
 - b. The Asset Management Programme 2013 -18.[to be produced]
 - c. The Housing Development and Regeneration Programme. [to be written]
 - d. CBC Housing Strategy
 - e. The CBC New Development Strategy
2. The strategy drives the department's approach to the provision, maintenance, improvement and redevelopment of the Council's housing portfolio and its environs, contributing to the corporate priorities of the Council.
3. Self financing provides the Council with the opportunity to review its approach to asset management, redevelop unsatisfactory housing stock and create an enduring legacy. There is no longer a need to meet a government prescribed Decent Homes standard and the Council is free to establish its own standards and invest more intelligently in its stock.
4. The strategy addresses the use of land, buildings, new development, disposals, and regeneration. It will use existing and future funding to deliver its legacy and will examine the long term economic value and sustainability of existing stock before significant investment is made. The strategy seeks to deliver high quality, well designed, suitable and affordable homes in communities where people want to live.

Overview

5. The Council's housing stock is one of CBC's highest value assets and one of its largest maintenance liabilities. The housing stock has an Open Market Value of £643m and an Existing Use Value of £294m. There are 5205 homes² in the portfolio and houses account for half (50%) of the total stock; there are 1808 flats in blocks of two to five storeys, including 153 bedsit properties, 133 Maisonettes as well as 773 bungalows. The CBC housing stock accounts for 6% of the total housing in the district and 36% of the affordable housing. The landlord service is also responsible for the maintenance and management of 3 traveller sites, which are not part of this strategy as they are accounted for in the General Fund.

6. In general the housing stock has been well maintained with modern facilities. CBC achieved the Government specified Decent Homes standard in 2010 with homes receiving either a kitchen or a bathroom (not both) and with limited improvement to the internal layout of homes. No external improvements were made. The idiosyncrasy of this government policy is a 50 year old bathroom may have been replaced but the kitchen of a similar age left. Similarly, a kitchen or bathroom that does not meet the age criteria but needs replacing will not have been considered. This policy will have resulted in many homes not meeting the future aspirations of tenants.
7. Over the next 30 years self financing provides a combined capital and revenue budget of £981m; over the same period a programme of £292m has been identified to ensure the housing portfolio remains fit for purpose³. This equates to a spend of £51k per property with the majority of spend focused on replacement kitchens, new roofs and central heating replacement. There are no particular issues with the stock although the non traditional Precast Reinforced Homes (PRC) Homes are likely to require major structural repair during the life of the business plan to eradicate the fundamental structural problem.
8. Meaningful HRA resource planning and portfolio management could enhance the surplus available to it, unlocking HRA investment capacity and maximising revenue income e.g. through the use of affordable rents on new build and flexible tenures. The potential net surplus, after meeting landlord obligations for management and maintenance, from all sources, over the next 30 years, is estimated to be £215m and could be used for service and stock improvement, new build and regeneration, depending on the Resource Plan. A strategic reserve has been built through borrowing and annual surpluses and could be used to fund new housing provision, including extra care housing.
9. The work that will be delivered through the multi million pound HRA investment programme will be a catalyst to encourage local employment, training and businesses amongst our tenants and communities contributing to the local economy and supporting the Bedfordshire Pound.

³ Savills Stock Survey dated June 2012

Corporate Priorities and Asset Management Priorities

	Corporate Priority	Asset Management Priorities
1	<p>Improving educational attainment</p> <p>Troubled/Working Families agenda, Integrated Offender Management.</p>	<p>Ensure the housing stock, environment and infrastructure are kept in good repair, remain attractive, meeting tenants' current and future expectations. Provide local employment and training through contract procurement and recruitment.</p>
2	<p>Enhancing the local community</p>	<p>Create a housing portfolio that meets the demands of today and tomorrow. Replace homes that are no longer fit for purpose and develop options for homes that will not meet the aspirations of future tenants. Improve the environments around concentrations of CBC housing.</p> <p>Identify land, HRA, General Fund or non-council owned, to build additional council homes in locations where people need and want to live.</p> <p>Identify and evaluate opportunities for increasing the stock of social housing through new build, acquisition and management.</p>
3	<p>Promote health and wellbeing and protect the vulnerable</p>	<p>Ensure the availability of the housing stock helps to cater for future demands, particularly the needs of older people, vulnerable, special needs and minority households through the provision of appropriate homes, attributes and facilities, including life time homes and models of shared ownership.</p> <p>Improve the energy efficiency of the housing stock. Helping to reduce carbon emissions and reduce levels of fuel poverty.</p> <p>Develop housing services for older people through improved sheltered and older people's housing which helps to promote an active and healthy lifestyle.</p>
4	<p>Value for Money</p>	<p>Ensure the Housing Asset Management Strategy drives value for money, supporting local employment, training, procurement and spend in Central Bedfordshire (re-cycling the CBC Pound). Raise performance and customer satisfaction whilst keeping costs down.</p>

Immediate Housing Asset Management Priorities

10. The following priorities have been identified:
 - a. Deliver the asset management programme, using suitable approaches that achieve upper quartile value and customer satisfaction; including considering different delivery models, e.g. Joint Ventures.
 - b. Develop at least 50 Extra Care housing flats.
 - c. Undertake a suitability review of the Sheltered Housing Stock.
 - d. Develop a programme of regeneration where buildings, poor estate and building layout and unattractive environments are addressed.
 - e. Identify HRA land for development or disposal.

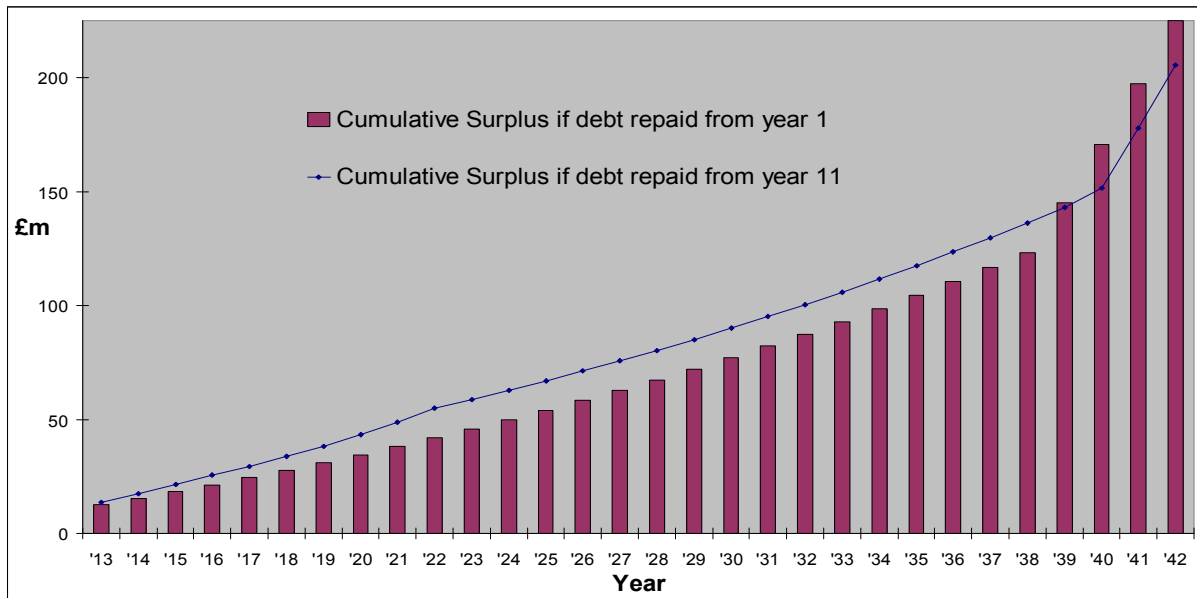
Resource Plan

11. Over the next 30 years the HRA Business Plan has a predicted gross income, revenue and capital of £1,371m with a net budget of £981 (debt costs of £303m; transferred to reserves £87m). Over the same period expenditure for the management, maintenance and improvement of the stock is anticipated to be £273m.
12. Although a number of factors remain to be resolved, including the impact of a reinvigorated Right to Buy policy, the use of affordable rents, fixed term tenancies and a reviewed procurement strategy, any negative effect is likely to be minimal. For planning purpose the HRA has a projected surplus of £215m, see table 1, which can be used to create a housing portfolio fit for future generations.
13. The current HRA Business Plan makes provision to repay debt from year one, yielding £286m over the 30 year life of the plan; the majority of surpluses are accrued after the debt has been repaid in year 23. As a result, surpluses of £4m - £7m per year are achieved in the first 23 years, but after year 23, a surplus of over £20m per year is achieved. This debt profile leaves little surplus once the Council's aspiration for Extra Care re-provision has been funded and is inadequate to fund the Council's short term ambitions. However, depending on the Council's Treasury Management strategy, different debt models can be considered that provide larger surpluses much earlier in the life of the business plan e.g. not starting to repay debt until year 11 would release £60m in the first ten years with a total surplus over 30 years of £257m.
14. In the same example debt being repaid from year one would be fully repaid in year 27 (2038/39). Debt being repaid from year 11 would be fully repaid in year 28 (2039/40).

15. Further resources may also be available from:

- a Reducing the HRA reserve from £4m to an industry standard of £2m.
- b Utilising the one off £7.7m borrowing headroom.

Table 1. Projected surplus if debt is repaid from year one and from year 11



16. The HAMS is built on 7 complementary priorities.

Priority 1 Meet our obligation to existing and future tenants and their households, ensuring the housing stock, environment and infrastructure are kept in good repair, remain attractive, meeting tenants’ current and future expectations.

Stock Condition

17. CBC housing stock is generally in good condition and meets the prescribed Decent Homes standard of the previous government. In meeting the Decent Homes standard all stock⁴ has either a new kitchen or a new bathroom. Nearly all of the housing stock has central heating and double glazed windows. The average SAP rating for the stock is 68.2, with a range of range 31 to 81 (upper quartile is 71). The layout of some properties and their environs remain

⁴ Except where work has been refused by the tenant, currently 20%.

wanting, which will only be resolved through regeneration. Some kitchens lack the space for modern appliances; and estates, which are no longer in the sole ownership of CBC, have challenges with car parking, layout and maintenance of common areas.

18. Exceptions to the housing stock include:
 - a. The housing portfolio has 92 non traditional Precast Reinforced Concrete (PRC) Homes which are not to a mortgageable standard and require an additional £1m of funding to ensure they remain serviceable over the next 30 years. A separate appraisal will be conducted before major spend is committed to these properties.
 - b. There are a number of homes with solid walls that cannot be easily insulated, they are expensive to heat and need significant resources to improve their energy efficiency.
19. By 2017 our objective will be for all CBC housing stock to have central heating, double glazing and an average SAP rating that meets the upper quartile for social housing landlords with no property having a SAP rating of less than 65.
20. Maintaining the Decent Homes (DH) standard is a CBC commitment and no longer a central government requirement. The government's DH standard has always had its limitations providing either a kitchen or bathroom into homes that may have poor layouts and are unlikely to meet the future expectations of tenants e.g. homes that have new kitchens but 50 year old bathrooms, flats with a poor provision for refuse disposal or unsatisfactory access and egress arrangements. To avoid fitting modern kitchens and bathrooms into layouts that may not be suitable in the future, the design of the properties will be reviewed to ensure they are in the right locations, attractive, facilitate modern appliances and meet the requirement for life time homes.
21. Where stock is uneconomic to own or cannot be cost effectively improved or maintained or is in areas where there is limited demand, alternative options to retention will be explored.
22. All planned maintenance work is detailed in the Asset Management Programme 2013 – 2018.
23. In order to smooth both the financial and delivery of planned maintenance the planned maintenance programmes will be smoothed, removing the peaks and troughs in the programme. In practice this will mean accelerating or delaying work within a 5 year timescale. In order to maximise the life of the asset, the preference will be to push work back in the programme, rather than bring it forward.

Garage Sites

24. The Council owns 1761 garages located on 152 sites. On average, 36% of the garage stock is void at any one time but there are wide variations in void levels with some locations sustaining sufficient demand and others in which there is only low, or no, demand. An appraisal of the garage stock will be undertaken to identify the future investment priorities for the garage stock.
25. Within the stock, 1055 garages have been sold. Many of these garages are integral to the home being bought. However, others are part of a garage block and these represent a constraint to uninhibited site development and compulsory purchase may be an option. Individual garages in blocks should not be sold in the future.
26. A tailored approach will be developed for the future of garages and garage sites. The approach will recognise the ongoing demand from residents in some locations and the lack of demand in others.
27. The policy will be to:
 - a. Ensure garage sites need to make a positive contribution to the HRA.
 - b. Retain and invest in the garages for which there is an ongoing, sustained demand.
 - c. Consider change of use, e.g. into storage units.
 - d. Find alternative uses for the garage sites for which there is insufficient demand. Sites that are no longer sustainable may be considered for the development of new housing or disposal to raise additional resources. Where there is no requirement or the sites do not lend themselves for development, alternatives will be considered, including surface parking, allotment development, opportunities for partners e.g. Town Councils to develop alternative uses.
 - e. Where sites currently demonstrate a marginal positive return their viability will be reviewed on an individual basis every two years. In some cases improved marketing or minor works can improve long term viability.

Commercial Stock

28. HRA property portfolio also includes 26 shops in 4 blocks. All are let on a full repairing lease. During the last 5 years there has been no capital investment in these shops to ensure that they remain in satisfactory condition and fit for

purpose. There is no capital plan for the shops or budget. As a result, any work is funded on a reactive basis from the HRA; there is no sinking fund for future works. Maintenance of the internal components remains the leaseholder's responsibility.

29. The annual revenue received from the commercial stock is approximately £60,000. The comparable cost to the HRA of managing and maintaining the stock needs to be captured. Any surplus or loss is attributable to the HRA; there is no sinking fund for major capital works and no provision currently made in the HRA Business Plan for future work. As there are synergies in managing a housing stock and a commercial stock, consideration will be given to the most cost effective way of managing the commercial portfolio to ensure value for money is being achieved. Property Services Department currently manage the commercial stock on behalf of the HRA on a Service Level Agreement,

Table 2. Commercial Units

	Location	Comment
1	Mayfield Road, Dunstable	Most units let on full repair & no repair leases
2	Clarence Road, Leighton Buzzard	Most units let on full repair & no repair leases
3	Hillborough Crescent, Houghton Regis	Units let on full repair & no repair leases
4	Westfield Road, Dunstable	Units let on full repair & no repair leases

Other Assets

30. The HRA is responsible for the provision of a number of other property based assets which the HAMS supports including properties leased to other organisations and land leased to tenants, the income from which comes into the HRA. The general principle with all properties leased to other organisations should be that they are let at a market rent and produce a medium term surplus to the HRA.
31. The arrangements regarding each of these properties will be reviewed and their commercial viability and long term sustainability examined.

Accommodation for Homeless Households

32. There are a number of homeless families units managed by the HRA over 5 sites. The properties are managed by the Council's Housing Needs Service.

Bedford Court is an HRA asset that has self contained accommodation for statutory homeless households. There is also a hostel in Leighton Buzzard, but this has shared kitchen and bathroom facilities. Ongoing maintenance to these buildings is required to ensure that they remain fit for purpose.

33. A Temporary Accommodation Strategy is being developed which will, going forward, inform the HAMS regarding the need for homeless families' accommodation and its supply through the HRA.

Gypsy Caravan Sites

34. The landlord service manages three gypsy caravan sites. Timberlands is currently being refurbished to provide 6 plots. All costs associated with these sites fall on the General Fund.

Mixed Tenure Estates

35. CBC is no longer the sole landlord of many estates. 'Housing land' is shared by a host of other users and it is necessary to review the appropriateness of tenants paying for the upkeep of assets that are not for their sole use, through the rents and service charges which are the primary source of income to the HRA. In some areas the HRA is responsible for car parking⁵ and roads where there may be none or few tenants served by the facilities.
36. The HRA is responsible for a variety of green space, 9 pumping stations, miles of un-adopted roads etc. The parking of cars, particularly where we are no longer the sole or even the majority house owner is an increasing problem that needs to be reviewed going forward, ensuring CBC Housing liabilities are clear and costs are correctly identified and allocated. Moving responsibility from the HRA may impact adversely on the General Fund and will need to be explored carefully.
37. Recent changes in legislation mean that the responsibility for maintaining pumping stations, that currently cost the HRA £5k annually, can be passed to the utility company.

Asset Management Programme

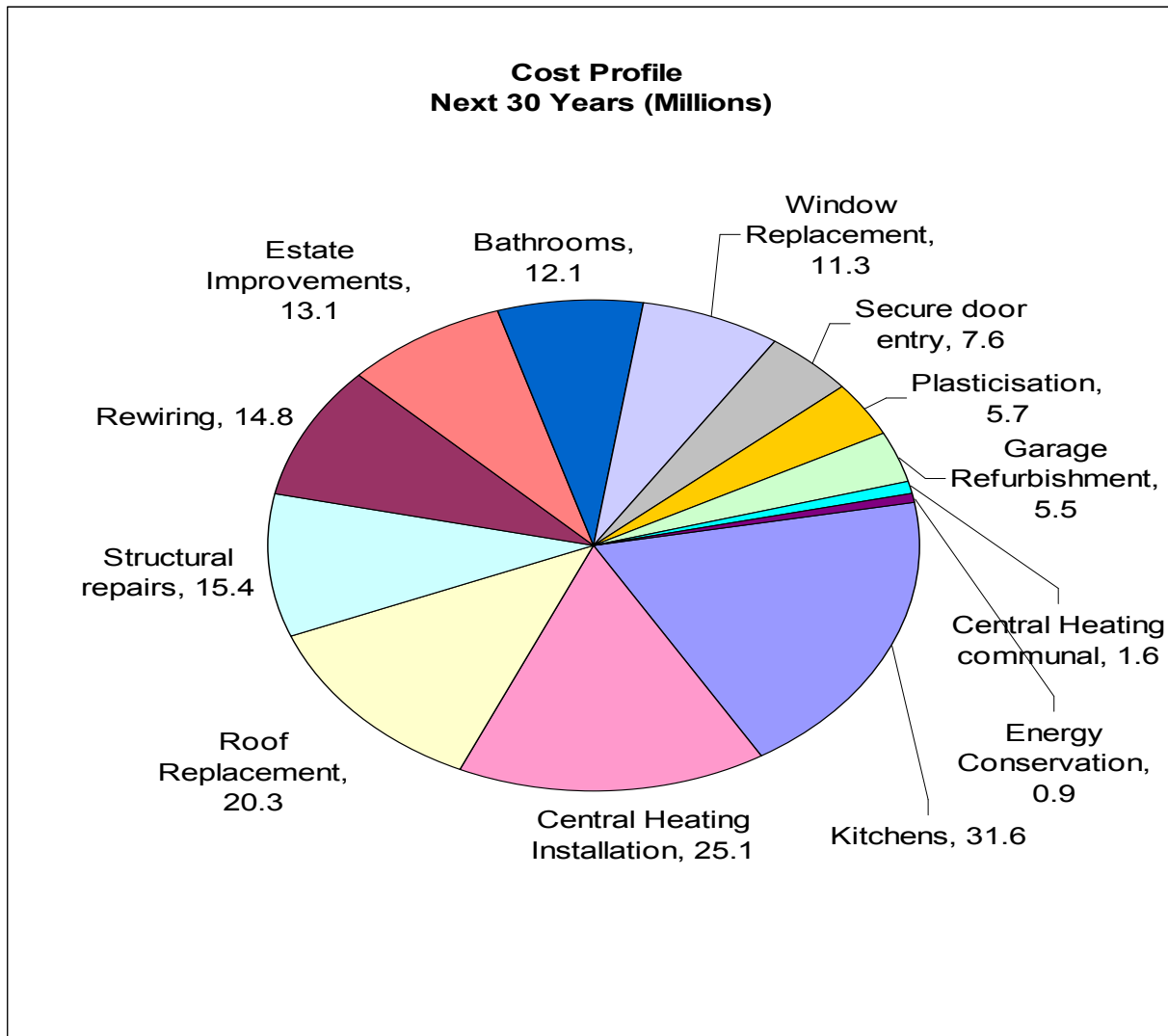
38. The 30 year business plan outlines the planned expenditure and income of the HRA over the next 30 years. The Asset Management Programme determines the policy for the rolling 5 year planned Maintenance Programme to be produced, bringing the HRA business plan to life and detailing what will be done

⁵ 46% of tenants considered car parking was a problem in their area – Status Report 2008/09.

and when. The AMP is the operational driver for the service and can be used to inform tenants and Right to Buy applicants.

39. Works programmes will be “smoothed”, ensuring work is carried out in a priority that maximises the asset. This will require a fundamental change to the current approach of programming of planned works.

Table 3 Main areas of planned maintenance spend over the next 5 years¹



Priority 2 Create a housing portfolio that meets the demands of today and tomorrow. Replace homes that are no longer fit for purpose and develop options for homes that will not meet the aspirations of future tenants.

Stock Sustainability

40. Not all of the housing stock is sustainable for the long term and some schemes and/or property types are of either a poor quality design or construction which makes long-term investment in the property either uneconomic or otherwise inappropriate. This is an issue in respect of some sheltered housing stock, stock that is of a non-traditional construction or where its fundamental design makes lettings and housing management difficult. In some cases, simply refurbishing homes will not be sufficient to achieve the Council's wider goals. Rather than invest in stock that does not help to meet the future aspirations for the housing stock, the opportunity will be taken to work with partners to replace it with new, high quality properties which are better designed to meet the future needs of tenants and are of a type which helps the development of a balanced housing stock portfolio.
41. Where there is demand for larger homes the option to increase the size of properties, through extension, particularly creating rooms in the roof space at the same time as re roofing will be explored.

Regeneration

42. Area regeneration will be considered where the environment is failing to meet tenant expectations or future viability is no longer evident. In these cases a strategic master plan will be developed in conjunction with relevant public and private agencies to consider how the HAMS can contribute to the regeneration of the area.
43. A variety of delivery vehicles and models will be considered to help achieve this priority which will include mixed use development, selling or swapping land to support the viability of priority schemes, gifting land in return for nomination rights, new build social and affordable rent models.

Evaluation of Risk and Opportunity

44. In the assessment and planning of regeneration programmes, clear processes will be in place for planning and consultation with tenants and residents, working with them to secure appropriate re-housing which meets their needs.
45. In determining the nature and type of re-provision the landlord service will work with strategic partners to identify and respond to the changing demand for housing within Central Bedfordshire, seeking to better understand and anticipate shifting patterns in the housing market.

46. In addition to family homes, there is significant demand for housing suitable for older people to rent and buy. This will include smaller properties built to lifetime standards, modern sheltered housing with emergency alarms, and extra care housing with 24/7 onsite care staff as an alternative to residential care homes. As the population ages there will be an increasing need to ensure that housing remains suitable for people as their social and healthcare needs increase.
47. When stock appraisal takes place it will consider:
- a. Review & analysis of stock condition survey information
 - b. Net Present Value assessment techniques
 - c. Examination of neighbourhood sustainability factors
 - d. Residents' views
48. Decisions about stock options will be taken in the context of robust neighbourhood strategies and analysis of local demand. Opportunities will be provided to local residents to become more involved in the process to help shape the future of their neighbourhoods. In most areas neighbourhoods will be a mix of tenures and landlords. Working effectively in such areas requires joint strategies or at least regard for the wider CBC context when considering:
- a. Whether and on what basis stock should be retained and invested in.
 - b. For what end use the stock is to be retained
 - c. The alternatives to retention and investment in the stock
 - d. The impact on tenants of the alternative approaches
 - e. The impact on the HRA Business Plan
49. A clear and costed implementation plan will be developed detailing how the specific plan for an area will be delivered, this will include specific target dates and outcomes. The process will ensure that the Council continues to provide appropriate and attractive housing solutions for future, existing and older people.

Priority 3 Identify land to build additional council homes in locations where people need and want to live and where the need is not being met by others.

Development Opportunities

50. The Council has set a target of 35% of housing in new developments of 15 or more new homes to be affordable housing and 20% of housing in developments between 10 and 14 new homes to be affordable housing.

51. The HRA has “brown field” (former use) sites suitable for a variety of development, directly, in partnership or by others. Suitable locations will be reviewed against the development priorities and available resources in order to decide how best to take sites forward. This will include ensuring homes are developed in locations where they are needed.
52. In creating the critical mass necessary for regeneration, the purchase of development land adjacent to existing HRA sites will need to be considered. Redevelopment will include appraising the viability of demolition and regeneration of existing council housing stock where it is both cost effective to do so and helps to meet broader regeneration strategies.
53. The Council has a number of locations and buildings that may be suitable for housing, particularly extra care housing schemes. Where cost effective, consideration will be given to purchasing suitable existing Council buildings and disposing of HRA property rather than redevelop an existing scheme.
54. Where appropriate, negotiations with developers, including Registered Providers, may result in a decision to sell or gift land to CBC to provide mixed use development in return for S106 Agreements, nomination rights and stock and land swaps.
55. In maximising the affordability of new development and facilitating further regeneration work, the use of affordable rents and fixed term tenancies will be considered on all new homes built by CBC and will feature in the modelling of future schemes.
56. A number of locations within the HRA have been identified as opportunities for new build, either by the Council or for others to develop.

Priority 4 Identify and evaluate opportunities for increasing the stock of social housing through new build, acquisition and management e.g. Registered Provider (RP) disposals, repossessions & properties previously sold under the Right to Buy

Increase the Housing stock

57. It is expected that the reinvigorated RTB will increase the number of homes that are sold. In developing a housing portfolio that helps to meet the future demands in Central Bedfordshire, subject to financial viability and using a variety of funding models, consider building new homes, acquiring homes on the open market or acquisition as part of stock rebalancing by RP's as well as buying back ex council stock.

58. The Council has Development Status with the Homes and Communities Agency (HCA). By its nature development should support the Council's regeneration priorities⁶. To achieve this, a variety of financial models will be used to deliver schemes that are both affordable and support social cohesion.
59. The HRA has a strategic imperative to develop at least 50 bed Extra Care Housing flats by 2014⁷.
60. Homes will be developed that embrace a variety of tenure models and support the tenancy strategy:
 - a. Life Time Homes - properties that enable an ageing population to remain in their homes longer, allowing simple adaptations rather than the need to move.
 - b. Extra Care Homes - homes providing supportive accommodation with 24/7 on-site care arrangements for tenants over 55 that choose to take up this type of accommodation, often as a viable alternative to entering a residential care home.
 - c. Key Worker Accommodation - the development or simply the designation of Key Worker Accommodation that supports key roles within the area and helps to develop economically viable communities.
 - d. Shared Ownership - providing the opportunity for tenants who are able to do so, to move into home ownership, by choice or through CBC exercising the 5 year fixed term tenure policy.
61. Where new homes are developed they will be to a minimum Level 3 of the Code for Sustainable Development and to Lifetime Homes Standard, which combine to ensure energy efficiency and the flexibility of new building to cater for a variety of needs over the life of a tenancy. In modelling the financial viability of schemes, quality and sustainability will be guiding principles.
62. As part of increasing the income to the HRA we will evaluate engaging in management contracts to manage the homes of other landlords, Registered Providers and the private sector. Where we have private sector homes that have been compulsory purchased as part of regeneration projects we will consider their management on short hold tenancies at commercial rents, to maximise income to the Council.
63. The purchase of properties and their let on a commercial basis will also include considering exercising the 'first refusal' on the resale of RTB properties where it would help to develop balanced communities and the cost can be justified.

6. Hard regeneration refers to infrastructure; soft regeneration refers to social intervention

7. Reference ?

64. In offering the broadest range of tenancy options consideration will be given to establishing a Private Sector Lettings capacity, purchasing or leasing properties which are managed on a commercial basis charging market rents. Opportunities exist in the Council's Let's Rent Scheme through its development into a Social Lettings Agency.
65. The Council has a number of non HRA homes owned by other departments, homes on farms, attached to schools and pepper potted throughout the district. Adopting a strategic approach to the letting, management and maintenance of all housing assets owned by the Council would ensure a professional, standardised approach to a bigger housing portfolio delivering more flexible letting strategies.

Priority 5 Ensure the availability of the housing stock helps to cater for future demands, particularly the needs of elderly, vulnerable, special needs and minority households through the provision of appropriate homes, attributes and facilities.

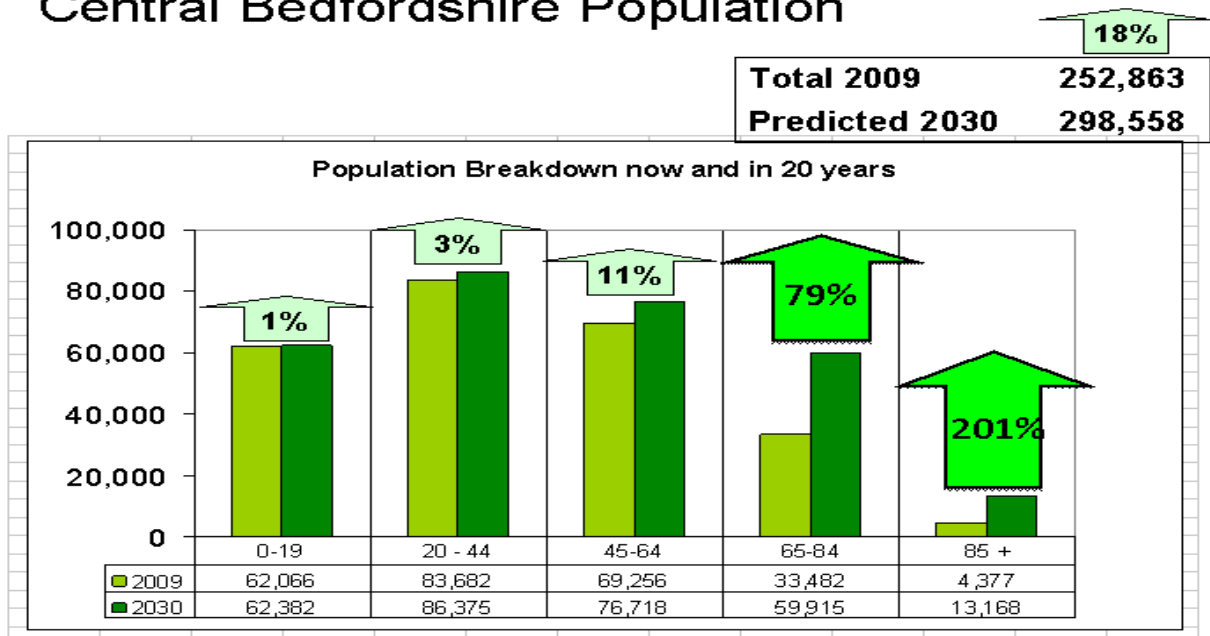
Meeting Future Needs

66. Overall the population of Central Bedfordshire is expected to increase by 18% over the next 30 years. This growth is distorted by the increased life expectancy of people over 75, this group are expected to increase by 193% between 2009 and 2030.
67. It is intended that the "Housing Offer" to older people, including sheltered housing and other older people's housing will respond to population demographics and housing needs. This will be achieved by reviewing the appropriateness and 'fit for purpose' characteristics of each of its sheltered housing schemes and other housing earmarked for older people.
68. The Council's aim is that all of the sheltered housing stock should be modernised and re-structured in a timely manner to a locally determined 'sheltered housing standard' ensuring it is fit for purpose. This standard will be developed in conjunction with existing residents and take into account other technical aspects. It is expected that the standard will be submitted for approval in the Spring of 2013, following extensive consultation.
69. While sheltered housing is not and will not be the preference for all older people, the Council is firm in its belief that specific older people's housing offers an appropriate, attractive solution for many and anticipates continued demand so long as the product on offer remains of good quality. Therefore, the Council will work to ensure that over the medium to long term it maintains an

appropriate level of designated older persons' accommodation and that it invests appropriately in this category of stock to ensure that it continues to respond effectively to people's housing and support needs. This is likely to involve a combination of conventional sheltered housing, enhanced sheltered housing, extra care housing and specialist provision for people with dementia, as well as general housing which is attractive and suitable for older people.

- 70. The Council will endeavour to influence the future delivery of "Lifetime Homes" and local specialist housing provision, enabling tenants to live healthier lives and remain part of their communities longer.
- 71. The total demand for specialist housing for older people or how much should be met by social housing will be developed as part of a wider programme entitled "Meeting the Accommodation Needs of Older People" (MANOP), the conclusions of which will help to determine the HRA priorities.

Central Bedfordshire Population



Adaptations for Disabilities

- 72. One of the ways in which we will meet the changing needs of our current and potential customers is through the adaptation of our existing stock through the Disabled Adaptations Policy. Where appropriate we will adapt and modify properties and fit equipment to help tenants with disabilities to continue to live in their homes.
- 73. In all cases a value for money judgement needs to be made comparing the work that is needed to the benefit it will bring. In some cases it will be necessary to move a tenant to ensure the best response to their needs, for

example into a home that has already been adapted, a new purpose built home or a home that can be adapted that better meets the long term needs of the tenant.

74. It is sometimes the case that adaptations are no longer required by the original beneficiary and the equipment may be of use to others. As adaptations are often expensive to carry out a register of adaptations and adapted properties will be maintained, enabling re-letting to a household with similar equipment needs and/or to recycle adaptation items.
75. Only in exceptional circumstances will we remove adaptations for a new tenant, e.g. remove a shower and fit a bath but we will work to design adaptations that can be used and are acceptable for all types of tenure.
76. We will review both what we do, how we do it and the eligibility criteria to ensure Value for Money is delivered.
77. Approximately £800,000 will be spent in 2012/13 adapting Council houses. This is in the order of 400 jobs per annum with the cost of adaptations ranging from £50 to approximately £7,000 each but can be as much as £20,000. The HRA also spends £150k on minor adaptation work (a total of £ 950,000 adapting council homes annually). This work has traditionally been procured by the Private Sector Housing Service and charged to the HRA. A specialist contract will be procured for work to Council homes which will be managed by the Housing Asset Management service. This will be delivered by working in partnership with the Occupational Therapists and Adult Social Care teams and with other support services, including the voluntary sector.

Supported Accommodation

78. HAMS meets the need for supported Accommodation in four ways:
 - a. Allocates and, if necessary, converts or adapts existing housing stock.
 - b. Meets specific needs supported by appropriate management structures.
 - c. Undertakes/facilitates specific new building projects.
 - d. Leases or lets property to third party management organisations who provide support services for their clients.

Void Properties

79. A critical aspect of helping to ensure the availability of sufficient housing is through our void performance, ensuring homes remain vacant for as short a

time as possible. Voids performance is improving both in terms of turnaround time and cost. At the end of 2010/11 the average re-let time was 33 days, compared to 67 days at end of 2009/10. Meanwhile, the average expenditure on voids has been reduced from £2074 to £1420 and average void time is 27.6 days in the six months to September 2012.

80. Our target is to achieve upper quartile performance (currently 19 days) by 2015.

Priority 6 Improve the energy efficiency of the housing stock, helping to reduce carbon emissions and reduce the cost of heating homes.

Carbon Reduction

81. Substantial energy efficiency improvement programmes are already in place to improve the thermal properties of the housing stock. To date improvements have included the installation of double glazed windows, cavity wall insulation, high efficiency condensing boilers, high density insulation to storage tanks, pipes and equipment, the installation of modern heating controls, including thermostatic valves on radiators and, in some cases, the installation of external wall insulation. These measures have helped to achieve an average SAP rating for its stock to 68.2, with a range of 31 to 81 (Benchmark comparator 68.5⁸). The objective is to achieve an average SAP rating of 71 by 2015 with no stock having a SAP of less than 65.
82. There is a long way to go if carbon emissions are to be reduced further and if tenants are to be provided with homes which are well insulated and as affordable as possible to heat. A Carbon Reduction Strategy will be produced to sit along side the HAMS.
83. We will also consider water economy measures.
84. In order to deliver against the new target we will:
- a. Continue to work with key organisations to provide free insulation and energy assessment advice to tenants.
 - b. Secure grants through government sponsored schemes, such as Green Deal to install energy efficiency measures.

⁸ House Mark Median

- c. Prioritise investment in energy efficiency measures in the development of asset management programmes and the use of HRA surpluses.
 - d. Improve the energy efficiency of the housing stock, targeting poorly insulated homes as a priority.
 - e. Explore the value and appropriateness of new solutions for improving energy efficiency, renewable energy sources and low-carbon impact approaches, retro fitting of insulation to properties without cavity wall insulation.
 - f. Examine how we can help encourage reduced energy consumption by our staff and tenants.
85. Contractors will be expected to demonstrate the same level of commitment to environmental sustainability as CBC. Contractors will be expected to ensure any waste from programmes is minimised. Wherever possible waste will be recycled, providing environmental benefits and reducing the cost of waste disposal.
86. In developing or facilitating the development of any new properties the minimum standard to be achieved is Level 3 of the Code for Sustainable Development, the minimum standard required by the Homes and Communities Agency. Where possible, Level 4 is to be achieved which in due course is set to be adopted as the minimum standard. An environmental code of practice will be developed which contractors will be expected to comply with.
87. The most effective way of improving the SAP rating to individual properties will be explored. This will include modern boilers, the use of Photo Voltaic (PV) roof panels and other emerging technologies which, together with the benefits of the Green Deal, will ensure housing stock is both sustainable and contributes to the reduction in fuel costs.
88. The ability to improve the energy efficiency of the housing stock will contribute to the sustainability factors in considering the future value and appropriateness of investing in particular schemes or stock types.

Priority 7 Ensure the Housing Asset Management Strategy drives value for money, supporting local employment, training, procurement and spend in Central Bedfordshire (re-cycling the CBC Pound).

Delivering Value for Money

89. Procurement processes will deliver value for money through providing high quality, cost effective services that deliver continuous improvement and Best Value. Maximising efficiency and reducing costs will provide additional resources to invest in the service and new developments.
90. There is no single model that can be applied in all cases and the procurement will be varied to fit the circumstances of the type of works being procured. In general the key strategies that will help to deliver VFM will be:
91. Maximising income by delivering upper quartile performances e.g. void times, management costs, repair numbers and costs. Ensure service charges recover costs.
92. Reducing costs by policies that underpin the planned maintenance programmes, e.g. moving the external painting cycle from 5 to 7 years, grouping planned work to reduce overheads e.g. grouping high level work to use the same scaffold, e.g. external decoration, re roofing, chimney renewals.
93. Review the need for non essential works e.g. not painting surfaces that are to be replaced and accepting they will not be aesthetically pleasing, undertaking only essential work on homes and estates that are identified for regeneration and accepting a managed decline.
94. The Asset Management Programme is based on the Savills Stock survey, which is an indicative guide for planning and financial modelling. Operationally, before work is undertaken reference will be made to the Housing Service information database, QL, to determine if work is actually needed or whether a survey is necessary. Work will also be driven by repair levels identified on QL. Using empirical data to drive the works programmes will ensure work is only carried out where it is needed.
 - a. The policy will need to be financially assessed. Currently roofs are replaced because they do not meet modern standards, e.g. re-roofing is carried out to rows of houses because they have no under felt, but the roofs have not leaked. When the work is undertaken, plastic roof line materials are used and insulation improved. The change in policy will result in roofs not being recovered until they leak and result in a pepper pot approach which may not be cost effective.
95. Develop new income streams through the provision of hard facilities management services to other parts of CBC, neighbouring authorities and the private sector. Generating surpluses that can be put back into the HRA.

96. Delivering homes that are fit for this generation and the next. Investing in the initial design and construction to avoid costly adaptations in the future.
97. Through the procurement model, ensure weighting is given to strategies that encourage local employment, training, apprentices and the use of local suppliers.

Delivering the Housing Asset Management Strategy

98. The HAMS will be delivered through the Service Plans and the Asset Management Programme. The QL data base will be at the heart of the delivery programme.
99. The preferred approach will be to work in partnership with contractors and consultants ensuring lean structures and simple processes, avoiding duplication while retaining robust governance and accountability. This may include establishing new delivery models, including joint venture companies.
100. Framework arrangements will be put in place for the engagement of consultants. Significant development and financial engineering will be necessary to maximise the financial and land resources available to the HRA. A development partner(s) will be selected who will act as the development partner, in full or in part.
101. In order to reduce tender administration, contracts will be developed undertake a broad range of work, rather than tender for individual elements of work. Where this is not feasible, framework contracts will be developed against which work will be called off when necessary.
102. Contracts will be long term, 5 – 10 years plus, partnering arrangements. Where appropriate current contracts will be migrated to partnering arrangements.
103. We will work with local contractors to maximise local employment, skill development, apprentices and spend. This is likely to need authority achieved through the Council's financial standing orders, IT and procurement policies in order to use cascade contracts, e.g. ebbing and flowing the work with contractors depending on their financial and operational capacity to deliver outcomes.
104. Procurement will be delivered in partnership with single point of contact and recording. A requirement of working with CBC will be to have ICT links to update information on the QL system and provide electronic invoicing.

105. To maximise the benefits of scale we will explore working with departments throughout CBC, other local authorities and organisations while retaining a local approach to delivery.
106. We will review the use of set targets for void properties and day to day repairs, encouraging contractors to complete voids works as quickly as possible and plan response maintenance with tenants, developing timed appointments in exchange for more flexible works scheduling, including evening and weekend working. We will look to agree a reward mechanism with contractors that recognises exceptional performance.
107. We will work with tenants who want to carry out repairs to their own homes e.g. carrying out work with the Council providing materials.
108. Governance will be exercised through a risk management approach to control, inspection and survey. There will be ownership by staff of contracts and geographic patches. Contractors will be expected to develop both independent and joint approaches to Quality Control.
109. Information management system will drive decisions on stock investment. In particular the planned maintenance decisions will be informed by survey and the demands of response maintenance.
110. Where major works are necessary at change of tenancy, the priority will be to let the property and agree a works programme with the incoming tenant, providing choice on what is to be done and when.
111. We will act commercially with our contractors to provide maintenance services to other tenures e.g. owner occupiers.
112. In the longer term we will explore other forms of delivering our contracted services, including Joint Venture Vehicles.
113. Redevelopment will be driven by the ability of the housing portfolio to meet demand and/or the economic viability of existing stock. In crafting the Asset Management Plan the individual economic viability of managing and maintaining stock will be identified and investment decisions made to retain, improve or dispose of stock. This will include reviewing our approach to service charge allocation for capital and revenue works.

Involving Customers and Delivering Priorities

114. Co-regulation requires landlords and tenants to work more closely together than ever before in scrutinising the delivery of standards and local offers, and is at the heart of the HCA regulatory framework.
115. Tenants are involved in shaping service decisions and a variety of vehicles are in place to ensure effective tenant involvement. We are constantly seeking to improve and enhance the way in which tenants are involved in informing, developing and enhancing the accommodation and services we provide.
116. As part of our local offer we intend to deliver bespoke customer services which deliver upper quartile customer satisfaction. This will include reviewing how repair priorities are set, appointments made and if this traditional approach delivers the best service for tenants and is operationally efficient.
117. In addition to existing methods of involvement and communication we will be maximising the use of our website, email, text, Facebook and other electronic media to improve and extend the services we provide. We will use existing involvement structures and work closely with tenant scrutiny. How we communicate will be the choice of each tenant.
118. Councillors will be kept informed of all major works programmes in their ward.
119. Tenants will be involved in the work programme and when work is scheduled for completion at their home. During major capital schemes tenants are supported by Customer Liaison Officers employed by the contractor.
120. We will explore developing a 'responsible tenant' programme where a tenant in a block of flats becomes the contact for access and monitoring of works in common areas.
121. Services will be transparent and accountable. Performance and works programmes will be published. New opportunities will be developed for tenants to be involved in commissioning services to their homes, including tenant choice and cost/no cost options.
122. Services will be tested through independent scrutiny, e.g. assessment by the Customer Service Excellence Award.
123. Tenants will be involved in developing the Housing Asset Management Strategy and Programme.

124. A Risk Management Board will be established to review and challenge investment proposals.

Ensuring the QL data base is current and is used to inform decisions

125. The information on the housing stock is stored on the asset management data base, QL. It has been populated with key information from surveying 100% of the external and 86%⁹ of the internal property portfolio. In future the database will be updated when:

- a. There are any major changes to the buildings elements.
- b. As a consequence of a survey at change of tenancy.
- c. As a consequence of a survey being carried out when the property is externally decorated.
- d. As a result of any survey carried out as part of the tenancy audit.

Value for Money

126. Value for money of the services we provide and how they are provided will be tested through benchmarking, competitive tendering and market testing. We would expect to be in the upper quartile of our efficiency cohort.

127. Our aim is to be an upper quartile performing service across all service areas.

Equality & Diversity

128. The Council values and respects the wide variety of people from diverse backgrounds, cultures, beliefs and lifestyles who are part of the community we serve. As such, we are constantly trying to improve our knowledge and understanding of the demographic profile of our residents to ensure that new and existing services reflect the needs of our diverse community. We will endeavour to ensure our policies, procedures and working practices reflect this commitment and will maintain and develop our customer profile which now covers 75% of our tenants. The five year plan will be subject to an Equalities Impact Assessment to ensure that no groups are disadvantaged.

⁹ Projected spend 2012/13

129. In certain circumstances the standard works may not meet the particular needs of some individuals or the way in which the works are programmed may not be consistent with their lifestyle. We will try to accommodate requests for flexibility.

130. Contractors and partners will be expected to demonstrate an equal and diverse workforce, offering training and development opportunities to the local population. A partnership wide action will be developed to monitor compliance.

Impact of the Strategy

131. The strategy will deliver tangible benefits and demonstrable impacts for tenants and the wider communities.

1. For our tenants

- a. Homes which meet the locally determined standards are well managed and maintained.
- b. Homes that meet acceptable temperatures or thermal comfort levels at lower costs.
- c. Homes that meet the individual needs of residents.
- d. A stock of properties that changes over time to provide a balanced portfolio responding to customers' needs.
- e. Improved stakeholder satisfaction with the accommodation and maintenance services provided.

2. For the Council

- a. Supporting and facilitating wider objectives (e.g. housing an ageing population, regeneration, inclusion, sustainability)
- b. Having a well maintained portfolio which delivers efficiencies (capital and revenue) by managing property running costs effectively and releasing capital and recycling it into other priorities.
- c. Delivering the right projects effectively and efficiently, maximising returns on investment.

- d. Understanding the cost and value of the property portfolio and any investment it undertakes.

Performance Management & Measurement

132. Projects will be compared in order to deliver a better return on investment. This enables completed and planned investment works to be tracked in a co-ordinated approach, irrespective of cost or scale of works. In this way investment will be used across Central Bedfordshire on a definable basis rather than being subject to pressures from third parties.

Information Technology

133. The Asset Management Strategy is underpinned by the QL database that holds stock condition information, surveys, completion information, decency records etc. The database informs all relevant decisions on planned investment and maintenance. The integrated approach of QL allows key housing management data/information be linked with asset management data and shared across the organisation, as well as with contractors.

Action Plan

134. In order to deliver the strategy and secure the impacts that are sought, a delivery Action Plan has been prepared. The Action Plan pulls together all the various tasks which need to be undertaken to deliver each of the strategic priorities set out in the Strategy, providing brief details of the work needed, assigning of responsibility and a target date for completion.
135. The Action Plan for 2013- 2015 will be developed by April 2013.
136. The Council's Head of Asset Management has overall responsibility for the ongoing development of this strategy and ensuring the successful completion of the action plan.

Review of the strategy

137. This strategy will need to be reviewed annually. Any alterations that may be required for operational reasons will be agreed by the Head of Asset Management, substantial changes will not be authorised without appropriate tenant involvement and Council consideration.



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Meeting: Social Care, Health and Housing Overview and Scrutiny Committee
Date: 29 April 2013
Subject: Quarter Three Performance Monitoring Report
Report of: Cllr Mrs Carole Hegley, Executive Member for Social Care, Health and Housing
Summary: The report highlights the performance for Social Care, Health and Housing directorate and Public Health for Quarter 3 of 2012/13

Advising Officer: Julie Ogley, Director of Social Care, Health and Housing
Muriel Scott, Director of Public Health
Contact Officer: Nick Murley, Assistant Director, Business and Performance
Celia Shohet, Assistant Director, Public Health
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

1. The quarterly performance report underpins the delivery of the Council's priorities, more specifically in the area of promoting health and well being and protecting the vulnerable.

Financial:

2. There are no direct financial implications.

Legal:

3. There are no direct legal implications.

Risk Management:

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

Staffing (including Trades Unions):

5. Not Applicable.

Equalities/Human Rights:

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

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

Public Health

8. The report highlights performance against a range of Adult Social Care, Housing and Public Health indicators that are currently in the corporate indicator set.

Community Safety:

9. Not Applicable.

Sustainability:

10. Not Applicable.

Procurement:

11. Not applicable.

RECOMMENDATION:

The Committee is asked to consider and note the report

Introduction

12. The report provides information on how the Social Care, Health and Housing and Public Health Directorates' contribution to the Medium Term Plan is being met.

Overview – Social Care, Health and Housing

13. The Directorate's performance for the Medium Term Plan priority of "Promote health and wellbeing and protecting the vulnerable" continues to remain strong, with only one target not currently on track.
14. The performance of C6 MTP, Customers receiving self-directed support (SDS), is scored as red, although it continues to show an improving performance. The percentage of customers receiving SDS continues to increase, from 66.2% at the end of September 2012, to 71.7% at the end of December. In October 2012, the Care Minister, Norman Lamb, revised the national target from 100% to 70%, as it had been recognised that Personal Budgets were not suitable for everyone. The local target remains at 100%, as the service has already exceed the new national target.
15. The remaining indicators are performing in line with the milestones set.
16. Performance against C1 MTP, Protecting vulnerable adults, continues to progress with regular audits taking place, including an external audit in January 2013. Actions continue to be taken on any cases found to be poor.

17. Progress continues to be made on C2 MTP, Number of additional “Extra Care” flats, with the business case for Dukeminster having been considered by this committee and the Executive. Proposals to deliver a second scheme in Leighton Buzzard are also on track.
18. The percentage of Council housing stock meeting the Decent Homes standard (C 3 MTP) continues to exceed the target, with only 11 homes not meeting the standard at the end of December.
19. Progress continues to be made in increasing the coverage of Village care schemes (C 4 MTP).
20. Proposals for the Dementia Accreditation and incentive schemes were approved by Executive and the sign-up for the new schemes started in January (C 5 MTP).

Director’s Summary – Social Care, Health and Housing

21. The Directorate’s performance for the Medium Term Plan priority of “Promote health and wellbeing and protecting the vulnerable” continues to remain strong, with only one target not currently on track.
22. The number of customers receiving self-directed support continues to increase, with 2,803 customers since April 2013. Of which 1,081 customers are in receipt of direct payments. Self-directed support is being offered to all new customers and through the review process to existing customers.
23. As previously reported, a challenging target had been set nationally for 2012/13, however in October the Care Minister, Norman Lamb, reduced the target to 70% by April 2013, as it had been recognised that personal budgets were not suitable for everyone. It was decided that the target of 100% would remain for this year, as the service had already exceeded the new target. However, consideration still needs to be given on how to capture and report on the reasons customers refuse self-directed support, to inform the new target for 2013/14.

Progress in the other targets includes the continuing use of file audits for safeguarding cases demonstrating improvement to case recording, progress is being made on the delivery of the extra-care units in Dunstable, with further sites being identified and the dementia accreditation and incentive scheme commenced in January 2013.

25. Work continues on ensuring that all council-owned housing meets the decent homes standard.

Overview – Public Health

26. Progress continues to be made on NHS Health checks (C 7 MTP). A range of measures, including wide scale advertising, have been put in place to increase numbers through the programme. Additional targeted measures began in January 2013; these include a series of programmes such as advertising, editorial and direct contact with General Practices to promote health checks. The targeted promotion of health checks and work with General Practitioners should not only see the numbers offered increase in the second half of the year but should also assist in ensuring that the number of health checks delivered increases in the second half of the year.

Director's Summary – Public Health

27. Quarter 3 has been busy and rewarding as work continues with the integration of Public Health into the services delivered by the Council. Even before the integration of Public Health into the Council in April 2013, the benefits of joined up working are showing themselves in the form of service delivery, focused specifically on the needs of Central Bedfordshire.
28. The target for the number of health checks offer to those aged between 40 and 74 years of age at 23,312 is challenging bearing in mind the increase this represents over the 20,822 offered last year. Already 10,035 have been offered and whilst this is behind target extra work initiated in January with General Practitioners and through targeted advertising should help to bring performance back on track. By the close of Quarter 2 4,390 health checks had actually been delivered, helping health services with earlier diagnoses and enabling greater scope for preventative measures such as changes in lifestyle and eating habits.

Appendices:

Appendix A – Quarter Performance Report Q3 2012/13

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

None

Quarterly Performance Report - Medium Term Plan Indicators for Social Care, Health and Housing and Public Health.

Quarter 3 2012/13

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)
Compared to the same time period in the previous year	Compared to the previous quarter	Compared to one fixed point in the previous year	↕	R
			↔	A
			↑	G
RED - target missed / off target - Performance at least 10% below the required level of improvement				
AMBER - target missed / off target - Performance less than 10% below the required level of improvement				
GREEN - Target achieved or performance on track to achieve target				

Overview of performance

Ref	Indicator	Performance will be reported:	Performance information being reported this quarter		
			Time period	Performance	
Promote health and wellbeing and protecting the vulnerable					
C 1 MTP	Protecting Vulnerable Adults	Quarterly	Quarter 3 2012/13	↔	G
C 2 MTP	Number of additional 'Extra Care' flats provided	Quarterly	Quarter 3 2012/13	↔	G
C 3 MTP	Percentage of decent homes (Council stock)	Quarterly	Quarter 3 2012/13	↑	G
C 4 MTP	Number of Village Care schemes in operation	Quarterly	Quarter 3 2012/13	↔	G
C 5 MTP	Percentage of council commissioned dementia care classed as 'good' or 'excellent'.	Quarterly	Quarter 3 2012/13	↔	G
C 6 MTP	Clients receiving self directed support	Quarterly	Quarter 3 2012/13	↑	R
C 7 MTP	Percentage of 40 to 74 year olds offered a health check	Quarterly	Quarter 2 2012/13	↑	R

Promote health and wellbeing and protecting the vulnerable

Protecting Vulnerable Adults					
C 1 MTP	Latest comparator group average	Report comparison	Performance Judgement	G	
<p>Milestones:</p> <ol style="list-style-type: none"> 1. Independent audits of safeguarding case files - Annual 2. Annual Safeguarding Report - Annual 3. Develop & implement Safeguarding Case Support Tool – March 2013 4. Continue to develop and implement the 6 work stream within the safeguarding improvement register – March 2013 <p>Comment: An independent audit of safeguarding case files was undertaken in February 2013 and results will be shared as part of the Q4 Performance report. Annual Safeguarding report was presented to SCHH Overview and Scrutiny in October 2012. Safeguarding case support tool has been developed and is being implemented. Monthly performance reports presented to Executive and Deputy Executive members for SCHH.</p>					

Number of additional 'Extra Care' flats provided					
C 2 MTP	Latest comparator group average	Report comparison	Performance Judgement	G	
<p>Milestones:</p> <ol style="list-style-type: none"> 1. Identify site, approve decision to invest – November 2012 2. Produce design and acquire site - tbc 3. Secure Planning Permission; agree s106 - tbc 4. Procure contractor - tbc 5. Commence Construction - tbc 6. Open New Provision – by December 2014 <p>Comment: The business case for Dukeminster was presented to Portfolio Holder/Management Team in November 2012, SCHH Overview and Scrutiny in January 2013 and then Executive in February 2013. The proposals for an Extra Care Scheme at Leighton Buzzard, to be delivered by 2014 are also on track, with other sites being investigated across Central Bedfordshire. Work is underway with older people on the design of the schemes. In proposing to build new Extra Care housing, the Council is establishing new capabilities in relation to the Development process. The interconnected processes required to achieve this, such as Planning, Procurement, Business Case, HCA Grant application and other approvals makes the timelines awkward and a potential risk.</p>					

Meeting: Social Care, Health and Housing Overview and Scrutiny Committee
Date: 29 April 2013
Subject: Capital Budget Management Report for period ended 31 December 2012 for Social Care, Health and Housing.
Report of: Cllr Carole Hegley, Executive Member for Social Care, Health & Housing.
Summary: The report provides information on the Directorate General Fund Capital financial position as at the end of December 2012

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

CORPORATE IMPLICATIONS	
Council Priorities:	
1.	Sound financial management contributes to the delivery of the Council's value for money, enabling the Council to successfully deliver its priorities
Financial:	
2.	The financial implications are set out in the report
Legal:	
3.	Not applicable.
Risk Management:	
4.	Not applicable.
Staffing (including Trades Unions):	
5.	Not applicable.
Equalities/Human Rights:	
6.	Not applicable.
Public Health:	
7.	Not applicable.
Community Safety:	
8.	Not applicable.
Sustainability	
9.	Not applicable

Procurement:

10. Not applicable.

RECOMMENDATION(S):

The Committee is asked to note the SCHH General Fund Capital Budget position at the end of December 2012.

Introduction

11. The report sets out the financial position to the end of December 2012.

Executive Summary

12. The forecast position is a projected under spend of £0.996m (£0.769 in September) which is summarised in Table 1 below.

<u>Table 1 Capital programme summary</u>	Full Year Forecast Variance						
	Gross Expend. Budget	Gross Income Budget	Net Total	Gross Expend. Forecast	Gross Income Forecast	Net Total	Variance
Directorate	£m	£m	£m	£m	£m	£m	£m
Disabled Facility Grants (DFG)	3.420	(0.588)	2.832	2.700	(0.768)	1.932	(0.900)
Renewal Assistance	0.313	(0.074)	0.239	0.313	(0.074)	0.239	0
NHS Campus Closure	2.837	(2.837)	0	2.151	(2.151)	0	0
Timberlands	0.020	(0.015)	0.005	0.020	(0.015)	0.005	0
Empty Homes	0.160	0	0.160	0.064	0	0.064	(0.096)
Adult Social Care ICT Projects	0.300	(0.300)	0	0.140	(0.140)	0	0
Total	7.050	(3.814)	3.236	5.388	(3.148)	2.240	(0.996)

Detailed Commentary

13. The following table indicates the type of major adaptations completed as part of the **Disabled Facilities Grant (DFG)** programme to the end of December 2012.

14. 280 grants have been completed, installing 359 adaptations, as below (175 grants and 244 adaptations to September)

Type of adaptation	No' completed
Level access shower/wet room	190
Straight stair lift	47
Curved stair lift	26
Toilet alterations	10
Access ramps	16
Dropped kerb and hard standing	0
Wheelchair/step lift	3
Through floor lift	2
Major extension	14
Kitchen alterations	0
Access alterations (doors etc)	20
Heating improvements	2
Garage conversions	1
Safety repairs/improvements	3
Other	25
Total	359

15. The grants provided to residents through the DFG programme assist some of the poorer and most vulnerable members of the community. Without these grants in many cases the properties involved would be unsuitable for the needs of the occupiers who may then be unable to remain in their own homes. This also reduces pressure on health service resources and residential care, as without these improvements more residents would require emergency or longer term care solutions.
16. Additional revenue resource has been allocated to the Occupational Therapist team during quarter three to address the backlog of assessments. As at the end of September 2012, there were 150 assessments waiting processing but this has now been reduced to a level of 60 during March 2013.
17. The revised forecast of £2.7 million (gross) is predicted due to 73 grants being made for Council tenant adaptation cases (which are funded from HRA, not GF DFG programme), and some delays caused by contractors not being able to respond quickly to increased workload.
18. The rate of referrals dropped in December to 30, making 358 for the year to date. Whilst they are expected to increase in January this is a demand led budget and there may not be the time to complete all new and existing referrals before the year end.

19. A review has been scoped, and has now commenced, to evaluate the DFG programme. The purpose of this review will be to ensure that those requiring such works are treated equitably and that the process provides Value for Money for the Council, tenants and council tax payers.
20. The **Renewals Assistance programme** includes Safety Security Emergency Repair assistance, which is an “emergency” type of assistance for the most vulnerable households, for example dangerous wiring, a condemned boiler, etc.
21. Home Improvement Assistance will remedy hazardous and/or non decent homes occupied by vulnerable households, for example leaking roofs, rotten windows, defective heating systems. Most defects remedied were likely to have affected health of occupants.
22. Affordable Warmth Assistance remedies fuel poverty, usually in association with external funding.
23. The work completed during Quarter 1, 2 and 3 of 2012/13 is as follows;
 - 12 Safety Security Emergency Repair grants
 - 43 Home Improvement Assistance
 - 11 Affordable Warmth Assistance
 - 1 Legacy Empty Homes Grant
24. All types of assistance provided normally results in improvements to homes that could previously have been affecting the health of the occupants. Assistance is related to improved health outcomes.
25. Forecast expenditure on **Empty Homes** relates to Empty Dwelling Management Orders (EDMOs) for two properties in Hockliffe Street in Leighton Buzzard.
26. The Hearing for the third EDMO application was held on 1 August 2012 and the Council received confirmation that the application was successful on 27 August 2012. The owner’s application for permission to appeal was refused in October 2012.
27. A decision on final EDMO will be made end February 2013, which gives the owner 6 months from the end of the successful application.
28. The cost of the works for the Council, if the final EDMO is served, is approximately £0.045m, but this is not likely to be spent until 2013/14.
29. Evidence for the fourth and fifth EDMO’s is currently being obtained. It is intended to make an application before end January 2013. We are awaiting a Court date for warrant for the fourth case. The cost is likely to be in the region of £0.030m but this would not be spent, even if the EDMO is successful, before 2013/14. Other cases are being progressed.
30. A number of Empty Homes loans are being considered for long term empty homes. Three have been completed in 2012/13 to date and seven more are being progressed. Empty Homes Loan assistance is an alternative for owners of empty homes willing to work with the Council. Currently, approximately £0.058m is committed to Loan Assistance cases and other work is in progress.
31. Due to the delays in progressing the cases above it is predicted that there will be an under spend in 12/13 of £0.096m, leaving an outturn of £0.064m.

32. The Executive approved the contract award for the **Timberlands** refurbishment at its meeting in February 2013 but most of the work will not be completed until the next financial year. Therefore the majority of this expenditure has been allocated as slippage into 2013/14.
33. The NHS Campus Closure programme has three remaining projects for Central Bedfordshire, The scheme in Silsoe commenced in July 2012 and is due to complete in April 2013. The second scheme, based in Dunstable, is the refurbishment of a local authority property and a new build. The refurbishment is expected to complete in January 2013 and the new build, which is subject to planning permission is expected to complete in September 2013. The third scheme is the refurbishment of an existing site in Dunstable and is subject to the sale of two other properties.

Appendices: None

Background papers and their location: None

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Meeting: Social Care, Health and Housing Overview and Scrutiny Committee
Date: 29 April 2013
Subject: General Fund Revenue Budget Management Report for 2012/13 for Social Care, Health and Housing.
Report of: Cllr Carole Hegley, Executive Member for Social Care, Health & Housing.
Summary: The report sets out the financial position at the end of Quarter 3

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

CORPORATE IMPLICATIONS	
Council Priorities:	
1.	Sound financial management contributes to the delivery of the Council's value for money, enabling the Council to successfully deliver its priorities
Financial:	
2.	The financial implications are set out in the report
Legal:	
3.	Not applicable.
Risk Management:	
4.	Not applicable.
Staffing (including Trades Unions):	
5.	Not applicable.
Equalities/Human Rights:	
6.	Not applicable.
Public Health:	
7.	Not applicable.
Community Safety:	
8.	Not applicable.
Sustainability:	
9.	Not applicable.
Procurement:	

10. Not applicable.

RECOMMENDATION: The Committee is asked to note the General Fund outturn of £55.0m which is a £0.6m under spend against budget.

Introduction

11. The report sets out the final position at the end of Quarter 3 of 2012/13.

General Fund Executive Summary Revenue

12. The General Fund outturn for the directorate is a projected under spend of £0.602m or 1.8%.

13. The following table 'A' shows a summary position analysed by the Director and Assistant Director, with more detailed commentary in the following paragraphs. Appendix 'A' provides a more detailed analysis by Service.

Assistant Director	Approved Budget	Forecast Outturn Spend for Year before transfers to/from reserves	Full Year Variance (-under)/overspend	Full Year Variance after transfers to/from reserves (-under)/overspend
	£000	£000	£000	£000
Director	39	62	23	23
AD Housing (GF)	3,924	3,914	(10)	(10)
AD Adult Social Care	55,502	54,613	(889)	(602)
AD Commissioning	4,834	4,358	(476)	(503)
AD Business & Performance	(8,711)	(7,870)	841	490
Total General Fund	55,588	55,077	(511)	(602)

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

Expenditure type	Forecast Outturn (Before use of Reserves) £000
Staffing Costs	17,124
Premises and Transport	932
Supplies and Services	3,718
Third Party Payments	54,734
Other Payments	11,398
Total Expenditure	87,906
Income	(15,551)
Grants	(17,278)
Total Income	(32,829)
Net Expenditure	55,077

15. **Housing (GF)** is projecting an under spend of £0.010m. The service is on target to achieve a total of £0.280m of efficiencies that have been built into the 2012/13 budget, comprised of harmonisation of the Housing Needs service and a reduction in costs at the Traveller sites.
16. The **Adult Social Care** service is projecting an under spend of £0.602m or 1.1% (under spend of £0.051m at Quarter Two). This is due to a number of factors ranging from savings from a small number of vacant posts, increased income from cross boundary charges to reductions in care packages in Physical Disabilities, Respite and Mental Health.

Within this service area is Older People package costs which are currently showing an over spend of £0.089m. People are living longer and the costs of dementia are on the increase. The budget setting process included an increase in demography of 5%, equivalent to £1.8m. This also has to cover the cost of former self funders requiring local authority support.

The year-to-date position on Adult Social care is an under spend of £2.4m which indicates a much higher forecast under spend for the full year.

Whilst some budgets have been profiled, including Transitions, there are some areas of activity where the pattern of spend will increase later in the year due to phased recruitment and new projects. In addition there are a number of Learning Disability providers that have not yet invoiced the Council for activity earlier in the financial year.

17. Within the **Older People** client service group, the impact of former self funders continues to be tracked. Seventeen service users in this category have required council support to Quarter 3 at an estimated full year cost of £0.200m. The customer numbers are less than for the equivalent period in 2011/12 but, given the current financial climate, this trend is unlikely to diminish and will continue to put pressure on the Council's budget.
18. Challenging efficiency targets were set against the Older People service area and these are mainly on track. The Reablement service continues to achieve reductions in care with 1,803 hours to the end of Quarter 3, which is equivalent to a saving of £0.207m with a projected full year effect saving of £0.224m. It is evident that whilst this activity is reducing costs to the Council it is not able to completely mitigate the costs of the demographic increases.
19. The **Learning Disabilities** service area is projecting an over spend on care packages of £0.171m after reserves. A reserve of £0.566m is held to meet the expected impact of two major de-registering providers but this process has been delayed and the reserve is expected to cover all current year costs.
20. The **Commissioning** service is projecting an under spend of £0.503m. This is a combination of an under spend on contracts of £0.070m together with a projected under spend of £0.350m on residential fee uplifts due to deferred implementation. Customer income is projected to over achieve by £0.322m against budget within the **Business & Performance** service area.

Detailed Commentaries

Director

21. The over spend of £0.023m is a result of unachieved managed vacancy factor and additional administration support costs.

Assistant Director – Housing (GF)

- 22.1 Across Housing Operations there is a positive variance of £0.051m (£0.016m in June) between expenditure and budget to date, and a full year forecast indicating it will be on budget.
- 22.2 The current under spend reflects the fact that repairs and maintenance costs are below profile at the Travellers sites, however expenditure is predicted to increase during the last quarter of the year with an outturn in line with the budget.
- 22.3 With effect from 1 April 2012 the Housing Needs service has been harmonised throughout the Central Bedfordshire area. Prior to that date the service was split between the south (Council provided) and north (provided by Aragon Housing under contract).
- 22.4 This process has enabled an efficiency of £0.200m to be incorporated into the Housing (GF) budget, achieved by contractual savings and a reduction in overall staffing numbers. It is forecast that this efficiency will be fully achieved in 2012/13.

- 22.5 A further efficiency of £0.080m has been identified for the 2012/13 budget at the Traveller sites. The installation of meters, along with other works undertaken at the Traveller sites in 2011/12, has resulted in a reduction in staff time required. There has also been a significant reduction in water and electricity bills for the Council. These factors should ensure that the efficiency will be fully achieved and the 2012/13 outturn will be in line with the budget.

Assistant Director – Adult Social Care

- 23.0 The overall position is an under spend of £0.602m. The highest risk areas for external care packages are reporting an over spend of £0.089m for Older People, an under spend of £0.463m for People with Physical Disabilities and an over spend of £0.122m for People with Learning Disabilities. Further details are provided below. A bid of £0.250m for Winter Pressures funding has been allocated to the Council by the NHS Commissioning Board. It will meet some of the social care costs arising from additional demand in winter from hospital discharge and from within the community.

23.1 Older people

The packages budget for older people included demographic growth of £1.8m but also efficiencies of £1.4m relating to reductions in residential placements together with savings from the activity around reablement and personal budgets.

23.2 Residential Care

An over spend of £0.653m is forecast. The number of service users has reduced by 27 since the end of March 2012. To the end of Quarter 3 there have been 30 cases relating to a 12 week disregard period and 12 former self funders requiring local authority support. At the end of Quarter 3 residential placements numbers stood at 507, 27 less than at as March 2012. Of these, 253 were in residential block beds (91% occupancy versus 93% at the end of March 2012) and 254 in spot purchased beds (277 at the end of March 2012).

23.3 Nursing care

An over spend of £0.049m is forecast. The number of service users has remained the same since the end of March 2012. To the end of Quarter 3 there have been 13 cases relating to a 12 week disregard period and 5 former self funders requiring local authority support.

23.4 Home care

Home care is forecast to under spend by £0.101m. The Reablement service has achieved reductions in hours to the end of Quarter 3 of 1,803 hours with a full year projected saving of £0.224m. Review of home care packages has resulted in savings of £0.433m to the end of Quarter 3 with projected full year savings of £0.451m.

23.5 Respite Care

An under spend of £0.372m is forecast. Respite care in response to emergency situations/crises is diminishing as a result of services put in place such as the Step-up, Step Down facility at Greenacres and the new Short Stay Medical Unit.

23.6 **Physical Disabilities**

The overall position on care packages is an under spend of £0.463m. This largely reflects reductions in nursing placement/diversion of funding to health. Additional budget was provided for Transitions from Children's Services and six new cases are included in the forecast.

23.7 **Learning Disability**

An over spend of £0.171m is forecast on external care packages after reserves. A reserve of £0.566m was brought forward from 2012/13 to address the risk associated with Ordinary Residence transfers. Delays in the de-registration process mean that all costs in the current year can be met from the reserve. There are some significant variances within care package lines including an over spend of £0.205m on day care (due to the anticipated re-provision of in-house services), a projected shortfall on other local authority income of £0.171m reflecting a reduction in the use of in-house services but these are offset by under spends on other care package lines including use of other local authority provision £0.140m.

23.8 For Learning Disabilities direct services there is a projected under spend of £0.067m.

23.9 **Other variances**

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

- The Reablement Service is showing a projected under spend of £0.156m; this reflects an under spend on pay within the Intermediate Care and Support Planner/Broker Teams.
- The Residential Care block contract is showing a projected under spend of £0.119m reflecting additional income from other local authorities of £0.041m and uncommitted contract budget of £0.079m.

Assistant Director – Commissioning

24.0 An under spend of £0.503m is forecast comprising of £0.298m within AD Commissioning, £0.083m within Bedfordshire Drug & Alcohol Team and £0.070m within Contracts.

24.1 The Campus Closure re-provision programme for people with learning disabilities is projected to spend £0.175m which is will be met fully from an earmarked reserve.

24.2 The AD Commissioning budget includes £0.400m set aside to meet the potential costs arising from a revised fee policy for dementia for residential and nursing placements. Of this, £0.050m is now forecast to be used in this financial year resulting in a projected under spend of £0.350m.

Assistant Director – Business and Performance

25.0 An over spend of £0.490m is forecast. The budget reflected a contribution from reserves of £0.718m which was required to reflect base budget pressure in 2012/13. Given under spends in other areas of the directorate, the contribution from reserves will not be required which is giving an impression of a large over spend; this is significantly offset by over-achieved customer income of £0.322m.

Revenue Virement Requests

26.0 No virements are requested.

Achieving Efficiencies

- 27.0 A number of efficiencies were built into the 2012/13 base budget.
- 27.1 For 2012/13 the efficiencies amount to £4.265m. The overall position of the efficiencies programme is a forecast outturn of £4.636m which is an over-achievement of £0.371m.
- 27.2 There are three efficiencies which are forecast to exceed their target:
- High cost placement cost reductions £0.494m
 - Jointly commissioned services £0.281m
 - Review of domiciliary care packages £0.181m
- 27.3 Appendix B shows the Efficiency Tracker summary for the Directorate.

Reserves position

- 28.0 Appendix C shows the full list of reserves for the directorate. The total General Fund reserves available as at April 2012 were £4.007m.
- 28.1 In respect of the Campus Closure capital project, £0.175m is projected to be drawn down from the reserve leaving £0.426m to meet the costs of the final schemes.
- 28.2 The Social Care Reform reserve currently stands at £0.189m and will be used to finalise Personalisation and improvement projects.
- 28.3 The Deregistration of Care Homes Reserve is being utilised to meet the costs of new Learning Disabilities cases arising from Ordinary Residence. An amount of £0.133m is forecast to be used. The remaining balance will be used during 2013/14 and 2014/15 subject to progress made on de-registering by two major providers within Central Bedfordshire.
- 28.4 The Greenacres Step-up, Step down reserve of £0.674m will partially be used to fund the operational costs of the unit in 2012/13 with the balance providing on going funding in 2013/14.
- 28.5 It is proposed that the Outcomes Based Commissioning reserve, which will be used to meet the costs of the residential care home transition and service modernisation, is increased to reflect the likely costs of these projects. A detailed assessment of the amount required is currently being undertaken. It is likely that a number of other smaller reserves will be consolidated into this reserve.

Debt Analysis

- 29.0 General Fund
- 29.1 General Fund debt at the end of Quarter 3 stood at £4.4m (£5.96m for Quarter 2) of which £2.0m was house sales debt, £0.7m Health Service debt and £0.2m other Local Authorities. Of the remaining general debt of £1.5m, £1.0m (71%) is more than 60 days old. This includes legacy debt of £0.266m as well as Central Bedfordshire debt. There are 34 debtors whose outstanding balance is greater than £0.010m which are all under active management.

Appendices:

Appendix A Net Revenue Position Full Analysis

Appendix B Efficiencies

Appendix C Reserves

Appendix D Debt Analysis

Background papers: None

Location of papers: Technology House

	Cumulative to Date				Year										Activity level Medium/High risk budgets (COMMENTARY)			
	Budget	Actual	Use of reserves	Variance after reserves	Approved Budget		Forecast Outcome		Forecast Variance		Proposed use of Earmarked reserves		Outturn			Outturn as % of Budget	RAG	Risk
					£000	£000	£000	£000	£000	£000	£000	£000	£000	£000				
Director of Social Care, Health, Housing	30	152		122	39	62	23	23					23	59%	red	LOW	Overspend on pay due to additional admin support & unachieved Managed Vacancy Factor	
Housing Management (GF)	2,943	2,925	0	-18	3,924	3,914	-10					0	-10	0%	green			
Supporting People	1,853	1,803		-50	2,471	2,471	0					0	0	0%	green	Low	Increased contract costs in second half of year will bring back to budget	
Prevention, Options & Inclusion (GF)	576	670		94	768	768	0					0	0	0%	green	High	Income for scheme managers will bring back to budget	
Private Sector Housing Options (GF)	476	505		29	635	625	-10					-10	-10	-2%	green	Medium	On budget	
Housing Management (GF)	38	-53		-91	50	50	0					0	0	0%	green	Low	Repairs & maintenance spend to occur later in year will bring back to budget.	
Adult Social Care	41,655	38,985	227	-2,444	55,502	54,613	-889	286	-603	-1%	green							
Asst Director Adult Social Care	-191	-132	-138	-79	-255	-80	175	-184	-9	4%	amber						Projected underspend of £1.8k on IMCA.	
Older People and Physical Disability Mgt	328	223		-105	437	285	-152	86	-66	-15%	amber						Under spend on contingency of £152k - transitions costs of £83k already in PD package forecast below, recruitment to new transitions worker posts not likely to 2013/14	
Older People - Day Care	412	352	59	-1	549	470	-79		-79	-14%	amber						Projected underspend of £39k and £40k on Houghton Regis and Biggleswade respectively	
Enablement	1,439	879	116	-444	1,919	1,246	-673	517	-156	-8%	green						Underspend due to delays in recruitment in Support Planner broker teams £81k and in the Home from Hospital team £99k, underspend on mainstream replacement posts	
OPPD - Care Management Central	804	780		-24	1,072	1,178	106		106	10%	amber						Projected overspend on Luton and Dunstable hospital team of £29k, projected overspend of £85k on Occupational Therapy.	
OPPD - Care Management North	10,691	10,096	125	-470	14,241	13,699	-542		-542	-4%	green						Phys Dis - projected underspend of £48k, before potential OF case 65+ packages, allowing for anticipated further costs of former self funders and general demography, projected overspend of £89k. Projected overspend on social work salaries of £249k across North and South incl MRS.	
OPPD - Care Management South	9,935	9,856		21	13,236	13,611	375		375	3%	amber						See above	
LD & MH Management	269	177		-92	358	276	-82		-82	-23%	amber						Projected under spend of £73k on salaries due to vacancies direct payments (£230k under) and nursing care (0 placements). Projected overspend on domiciliary packages - £168k and on day care but Year 10 date indicating lower spend	
Under 65 Mental Health Packages	560	344	74	-142	739	640	-99		-99	-13%	amber						Forecast overspend on packages of £171k after reserve. Overspends on DPs £73k, Day Care £204k day care (linked to re-provision), domiciliary packages £195k, forecast overspend on transport £29k	
Learning Disabilities - Assessment and Care Mgmt	9,823	9,066	-100	-857	13,094	13,349	255	-133	122	1%	green						Projected under spend on Frognore Rd (£58k) and High Street, Sandy (£98k) on staffing offsetting over spend on Walkers Chase £134k (unachievable income target re TP)	
Learning Disabilities - Direct Services	2,801	2,623	0	-178	3,733	3,666	-67		-67	-2%	green							
Sheltered Employment	21	32		11	28	27	-1		-1	-4%	green							
Emergency Duty Team	105	117		12	140	154	14		14	10%	amber						Includes basic bed cost for Greenways step up, step down, Cross border budgets showing surplus of £41k, £79k uncommitted expenditure budget	
Residential Care Block Contract	4,659	4,473	89	-97	6,211	6,092	-119		-119	-2%	green							
Commissioning	3,772	2,751	47	-1,068	4,834	4,358	-476	-27	-503	-10%	amber						£350k underspend re 65+ dementia fee policy changes.	
Asst Director Commissioning	370	246	-113	-237	493	346	-147	-151	-298	-60%	amber						Over spend on Pooled Equipment budget of £59k, unachieved IMC/RIT efficiencies £70k, offset by under spend of £110k on MH Contracts and £70k on other smaller contracts/SLAS	
Contracts	3,370	2,997		-373	4,301	4,231	-70		-70	-2%	green							
LD Transfer	-936	-1,491	224	-331	-1,252	-1,538	-286	299	13	-1%	amber						Projected savings on new Supported Living schemes - allowing contribution of £299k to Residential Futures reserve	

	Cumulative to Date				Year							Risk	RAG	Outturn as % of Budget	Activity level Medium/High risk budgets (COMMENTARY)
	Budget	Actual	Use of reserves	Variance after reserves	Approved Budget	Forecast Outturn	Forecast Variance	Proposed use of Earmarked reserves	Outturn Variance after use of earmarked reserves.	Outturn as % of Budget					
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000					
Bedfordshire Drug Action Team	77	7	-70	102	19	-83	-83	-83	-83	-83	-81%	amber	Underpend on Substance Abuse packages £59k and savings on BDAT salaries due to vacancies/freeze £25k		
Personalisation	436	389	-47	581	544	-37	-37	-37	-37	-37	-8%	green			
Commissioning	456	603	-158	609	756	147	-175	-175	-28	-28	-5%	green	£175k spend on campus closure to be met from reserves.		
Business and Performance	-6,651	-6,248	-218	-8,711	-7,870	841	-351	490	-6%	green					
Asst Director Business & Performance	-434	338	-218	554	628	1,207	-451	756	-131%	amber			£142k forecast use of Social Care Reform reserve, £309k projected spend on Outcome Based Commissioning		
Business Systems	593	519	-74	791	787	-4		-4	-1%	green					
Business Infrastructure	400	391	-9	712	672	-40	100	60	8%	amber			Proposed transfer to reserve Outcome Based Commissioning		
Customer Contributions	-7,210	-7,496	-286	-9,635	-9,957	-322		-322	3%	amber			Residential fees over-achieved by £720k. Fairer Charging overachieved by £211k. Telecare £100k shortfall, respite care £77k shortfall, nursing care £80k shortfall and house sales £328k shortfall.		
Sub-total Social Care, Health and Housing General Fund	41,749	38,565	-39	-3,222	55,077	-511	-92	-603	-1.08%	green					

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

Social Care, Health & Housing - the SCHH efficiency target for 2012/13 is £4.265M

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

1. EA31 - Review of management arrangements - £85k shortfall projected
2. EA55 - Efficiencies from mental health S75 Agreement - £114k shortfall projected
3. EA58 - Review of charges for respite care £50k shortfall projected
4. EA60 Review of arrangements for informal carers £75k shortfall projected
5. EA68 Efficiencies from RIT/IMC - £70k shortfall projected

Other efficiencies are over-achieving and are offsetting these overspends notably:

EA46. High cost package reductions - forecast to over-achieve by £281k

EA61 Reablement savings - forecast to over-achieve by £181k

EA44 Commissioned Services: Renegotiation of high cost Learning Disability and Physical Disability residential placements - forecast to overachieve by £494k

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Earmarked Reserves - 2012/13 December

Description	Opening Balance 2012/13 £000	Planned Transfer to Reserves £000	Spend against reserves £000	Release of reserves £000	Realignment of reserves £000	Proposed Closing Balance 2012/13 £000
Social Care Health and Housing General Fund Reserves						
Social Care Reform Grant	331	0	142	0		189
Deregistration of Care Homes	566	0	133	0		433
LD Campus Closure	601	0	175	0		426
Supporting People	305	0	0	0	-305	0
Reablement 10/11	222	0	0	0	-222	0
Winter Pressure 10/11	348	0	0	0	-348	0
Outcome Based Commissioning	347	1,003	460	0	1350	2,240
Mental Health Action Plan	138	0	0	0		138
Step up/Step down	674	0	184	0		490
Disabled Facilities Grant revenue funding	475	0	0	0	-475	0
GRAND TOTAL	4,007	1,003	1,094	0	0	3,916

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DIRECTORATE DEBT AT 31st December 2012

	Total Debt	Amt. Due	Amt. Overdue	From 1 to 30 Days	From 31 to 60 Days	From 61 to 90 Days	From 91 to 365 Days	Over 1 year
General Debt	1,437,573	174,397	1,263,176	284,258	3,369	86,586	310,759	619,127
Charges on property - residential and nursing placements	2,045,907	27,240	2,018,667	57,706	50,741	62,862	475,767	1,371,592
Health Service	702,221	0	702,221	299,196	228,512	131,462	15,361	27,691
Other Local Authorities	185,532	896	184,637	79,631	97,506	7,500	0	0
Total	4,371,234	202,533	4,168,701	720,791	380,127	288,409	801,888	2,018,409
		4.63%	95.37%	17.29%	9.12%	6.92%	19.24%	48.42%

ANALYSIS OF DEBT BY VALUE, AGE AND VOLUME

Debt profile	>£100K	>=£50K	>=£10K	>=£1K	<£1K	Total	Age Ratio
No of debtors	1	1	32	178	1,318	1,530	
0-14 days	896	-	4,161	61,361	108,875	175,293	11%
15-30 days	79,631	-	134,614	73,942	75,703	363,889	22%
2 months	97,506	-	22,693	17,355	21,486	159,040	10%
3 months	7,500	-	59,018	20,898	6,670	94,086	6%
3-12 months	-	-	117,669	111,912	15,549	245,129	15%
> 12 months	-	57,663	266,754	234,619	26,711	585,747	36%
Total Debt	185,532	57,663	604,908	520,087	254,993	1,623,185	

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Meeting: Social Care, Health and Housing Overview and Scrutiny Committee
Date: 29 April 2013
Subject: Quarter 3 Housing Revenue Account Revenue and Capital Report 2012/13
Report of: Councillor Carole Hegley, Executive Member for Social Care, Health and Housing and Councillor Maurice Jones, Deputy Leader and Executive Member for Corporate Resources
Summary: The report provides information on the Housing Revenue Account revenue and capital position as at Quarter 3 and the forecast outturn position for 2012/13.

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

CORPORATE IMPLICATIONS

Council Priorities:

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

Financial:

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

Legal:

2. Not applicable

Risk Management:

3. Not applicable

Staffing (including Trades Unions):

4. Not applicable

Equalities/Human Rights:

5. Not applicable

Public Health:

6. Not applicable

Community Safety:

7. Not applicable

Sustainability:

8. Not applicable

Procurement:

9. Not applicable

RECOMMENDATION: The Committee is asked to note the Housing Revenue Account financial position as at the end of December 2012.

Introduction

11. The report sets out the financial position to the end of December 2012.

Executive Summary

12. The change brought about by the new self-financing regime has released approximately £4m per year, which has initially been allocated to the earmarked reserve for Sheltered Housing Re-provision (SHR) and development of the Asset Management Strategy (£2.8m), and the existing capital programme (£1.2m).
13. Within the operational aspect of the landlord business there are three key positive revenue budget monitoring variances for the HRA as at the end of December 2012 that generate a surplus budget of £1.9m. These relate to a higher predicted amount of income from rents (£0.838m), lower interest costs from the self financing debt (£0.762m), and reduced maintenance costs (£0.291m).
14. It is proposed to use the above surplus to finance increased Capital Programme costs as a result of increased demand for Disabled Facility Grants (£0.410m), increase the amount set aside for debt repayment (£0.705m) and finally increase the contribution to the Sheltered Housing Re-provision reserve (£0.800m).
15. The 2012/13 budget for the HRA anticipated a contribution to the Sheltered Housing Re-Provision reserve of £2.750m. The analysis above shows that a contribution to reserves of £3.550m will be possible.
17. The year end forecast outturn position is £0.410m higher than budget for the HRA Capital Programme (£0.410m in September). This is due to increased demand for disabled adaptations to Council properties.

BACKGROUND

19. On 1 April 2012 the financing arrangements for the Housing Revenue Account (HRA) underwent radical reform. The Council is no longer required to make an annual contribution to a national scheme of redistribution (the Housing Subsidy scheme). This has been replaced by a system of Self-Financing, which has entailed the Council undertaking on debt of £165m.
20. The debt structure chosen has given the Council the flexibility to balance asset management and regeneration priorities against the need to make debt repayments.
21. The Council has adopted a Treasury Management strategy that can be adapted to suit the needs of the Landlord Services Business Plan, so that debt repayment can be delayed to enable greater investment in the Capital

programme to take place in the short to medium term.

22. The full portfolio of self financing loans has been taken on a maturity (interest only) basis, with approximately a quarter of the loans (£44.995m) at a variable rate of interest.
23. The interest rate charged by PWLB on the HRA's variable rate debts is fixed on a 6 monthly basis. This rate dropped from 0.62% (March) to 0.54% (September), delivering a saving of £0.018m in interest costs.
24. As the variable rate has been fixed for the remainder of the financial year it is now possible to calculate the interest costs that will be payable for the whole financial year. The average rate of interest on HRA debt for 2012/13 will be 2.41% at a cost of £3.977m.
25. The variable proportion of the debt can be repaid at any time without penalty, allowing the Council the flexibility to repay debt when it chooses. This strategy has been designed to support the HRA Business Plan, which is used to forecast income, revenue and capital expenditure, debt related costs and reserves over a 30 year period.
26. Due to the unique nature of the HRA under self-financing, where rental income is the predominant source of financing, all expenditures have to be paid either from rental income streams or existing reserves.
27. Released from the constraints of the former subsidy system, the Council has an opportunity to develop a new strategic approach for the HRA which will involve investment both in new build and redevelopment.
28. It is proposed that a great proportion of this investment will be targeted at the needs of an ageing population, and appraisal work is currently underway to evaluate potential Extra Care schemes, for example the Dukeminster site.
29. At the same time a new Asset Management Strategy is being developed so that the Council can assess the needs of its existing stock, which includes challenging investment requirements and Sheltered Housing schemes that are in need of improvement.
30. The results of the independent Stock Condition Survey have been received and validated, giving the Council assurance that the amounts set aside in the Business Plan are sufficient to maintain the stock in its current condition.

REVENUE COMMENTARY

31. The HRA annual expenditure budget is £22.670m and income budget is £25.420m, allowing a contribution of £2.750m to the Sheltered Housing Re-Provision Reserve (SHR) to present a net budget of zero. A subjective breakdown of budget, year to date position and forecast outturn is shown below.

	2012/13 Budget	Budget YTD	Actual YTD	Variance YTD	Full Year Forecast	Variance Full Year Forecast to Budget
	£m	£m	£m	£m	£m	£m
Total Income	(25.420)	(19.065)	(19.557)	(0.492)	(26.258)	(0.838)
Housing Management	4.255	3.191	3.016	(0.175)	4.201	(0.054)
Asset Management	0.864	0.648	0.736	0.088	0.918	0.054
Corporate Resources	1.272	0.954	0.990	0.036	1.298	0.026
Maintenance	4.681	3.511	3.216	(0.295)	4.390	(0.291)
Debt related costs	0.169	0.127	0.062	(0.065)	0.119	(0.050)
RCCO*	5.942	4.457	4.764	0.307	6.352	0.410
Efficiency Programme	(0.400)	(0.300)	(0.300)	0	(0.400)	0
Interest repayment	4.739	3.554	2.944	(0.610)	3.977	(0.762)
Principal repayment / Set aside	1.148	0.861	1.258	0.397	1.853	0.705
TOTAL Expenditure	22.670	17.003	16.686	(0.317)	22.708	0.038
Surplus	(2.750)	(2.062)	(2.871)	(0.809)	(3.550)	(0.800)
Contribution to / (from) reserve	2.750	2.062 ^	2.871	0.809	3.550	0.800
Net Expenditure	0	0	0	0	0	0
<ul style="list-style-type: none"> • Revenue Contribution to Capital Outlay • ^ Included for balancing and illustrative purposes only 						

32. The Revenue Contribution to Capital Outlay (RCCO) shown above represents the funding of the HRA's Capital programme from Revenue. Further detail on funding of the Capital programme is shown in Capital Commentary.
33. As described above in the Executive Summary, the three key forecast variances relate to higher rental income, reduced debt and lower maintenance costs.
34. Under the rent restructuring guidelines the Council sets the rent levels based on the government determination in November, however in the past the rate of this increase has been reduced by government as late as March preceding the new financial year. In view of this the Council took a prudent view of the level of rental income when setting the 2012/13 budget. As the proposed increase was fully implemented an additional £0.838m of income is predicted in this

financial year.

35. Debt related costs are comprised of interest costs (£4.739m in the budget) and an amount set aside, either for debt repayment, reserves or investment purposes (£1.148m in the budget). At the time of the budget a prudent view was taken on the average interest rate during 2012/13, assuming a rate of 3.00%. The average interest rate actually achieved on the Council's self-financing debt for 2012/13 is 2.41%. This has resulted in a reduction in interest payments from £4.739m to £3.977m, resulting in a saving of £0.762m.
36. Finally an additional £0.291m is available due to forecast under spend on the maintenance budget. This is the result of the new contracts for repairs and voids being negotiated at a better rate than anticipated in the budget build.
37. It is proposed that the above surplus is utilised to fund the additional costs on the Capital Programme (as set out below) by increasing the revenue contribution funding the capital programme (RCCO) by £0.410m.
38. It will also increase the amount set aside for debt repayment or contribution to reserves (£0.705m) and increase the contribution to the Sheltered Housing Re-provision reserve (£0.800m).
39. Proposals to confirm the use of the funds set aside will be formulated once the Asset Management Strategy is approved.

EFFICIENCIES

40. As part of the 2012/13 budget build the HRA revenue budget was reduced by £0.400m as part of the Council's efficiency programme.
41. Since 2010 the Council has been using Housemark to provide a benchmarking service.
42. The analysis provided by Housemark has assisted the Council in identifying the areas where HRA budgets are higher relative to other stock retained authorities. This has enabled efficiencies in staffing, reduced void periods, increased rental income and reduced repairs costs to be identified.
43. The HRA efficiency programme is on target to be fully achieved in 2012/13.

DEBTORS (Appendix B)

44. Total current and former tenant arrears were £0.993m at the end of December (£0.992 September). Current arrears are £0.613m or 2.24% of the annual rent debit of £27.322m (£0.579m or 2.12% September). The figure of 2.24% is over profile compared with the target for December of 2.16%.
45. Performance on former tenant arrears is 1.39% of the annual rent debit, against a target of 1.00%, leaving a balance of £0.380m (1.52% with a balance of £0.413m September).
46. There are currently £0.149m of arrears (£0.147m in September), which relates to rents at shops owned by the HRA, service charges and ground rent relating to leaseholders who purchased flats via the Right to Buy scheme and property damage relating to existing and former tenants.
47. In the first 9 months of the financial year a total of £0.112m (£0.038m September) of tenant arrears were written off as bad debts.

HRA CAPITAL RECEIPTS

48. New Right to Buy (RtB) discounts and proposals for re-investing the capital receipts came into effect from April 2012, which increase the maximum discount available to tenants from £0.034m to £0.075m.
49. Central Government are keen to incentivise tenants to exercise their Right to Buy, as it is the intention to replace each property sold in this way with a new build property.
50. The self-financing settlement was based on the average amount of RtB sales in the 4 preceding financial years, and therefore did not take into account the changes to discounts. For Central Bedfordshire this amounted to an average of 6 sales per annum.
51. Government have altered the Housing Pooling regulations to compensate Local Authorities for this change, so that the proportion of debt attributable to those properties sold by RtB is deducted from the sale receipt prior to the calculation of the amount to be transferred (or “pooled”) to Central Government.
52. The calculation of pooling takes into account the receipts for the Council and Government as modelled into the self-financing calculations. The residual (or “surplus”) receipt is retained by the Council, under the strict condition that the Council facilitates new build on a one for one basis for each property sold.
53. For the additional properties sold as a result of increased discounts there is a resultant loss of rental income, which affects the 30 year cash flows in the HRA Business Plan. However there will also be a reduction in expenditure on each of these properties, which will vary depending upon the archetype and condition of each property. In the majority of cases, each property will add a financial value to the Business Plan so there is a loss experienced as a result of the extra RtB sales. The surplus receipt will mitigate this loss.
54. Up to the end of December 2012, 12 properties have been sold compared to 7 in the entire financial year 2011/12, resulting in capital receipts of £0.532m. The majority of this receipt occurred in the third quarter (10 sales).
55. £0.128m of this income relates to receipts modelled in the self-financing calculations, and will be used to finance the existing HRA Capital programme. This leaves £0.404m of receipts received as a result of the higher level of sales achieved following the changes to RtB discounts.
56. The sum of £0.404m is comprised of £0.288m that is a compensation for the debt attributable to the extra properties sold, and reflects the loss to the HRA of disposing of these properties. Whilst this amount is calculated as a proportion of self-financing debt there is no requirement to make debt repayment from it.
57. The remainder of £0.116m represents the proportion that is reserved for investment in new build. The Council has entered into an agreement with the Secretary of State to invest these receipts in new build.
58. The retained receipt can represent no more than 30% of the cost of the replacement properties, so the Council is committed to spend at least £0.386m on new build by 31 December 2015.
59. The HRA’s Budget proposals for the period of the Medium Term Financial Plan (MTFP) propose significant investment in new build (in excess of £12.000m by 31 March 2015) so the commitment above is very likely to be fulfilled.

60. There have been 55 RtB applications up to December (compared to 11 in the entire year 2011/12), but it is impossible to know how many of these will convert to sales by the year end. However it is quite likely that the total number of sales could be 20-25, resulting in a surplus of potentially £0.800m.
61. This surplus will further enhance the resources available for the HRA's capital programme.
62. Careful monitoring of RtB sales will be required. Current projections suggest that these will not have a material impact on the Business Plan, particularly if the number of new build properties exceeds the properties sold. However if annual RtB sales were to make up a significant percentage of the Housing Stock, such that it diminished by 10% or more over the period to 31 March 2017, then this would pose a threat to the surpluses predicted both in the medium to longer term.

CAPITAL COMMENTARY (Appendix C)

63. As a result of the change from the Subsidy system to Self-Financing an additional £1.2m was allocated to the 2012/13 HRA Capital Programme.
64. This additional budget is partially earmarked to replace wooden fascia boards with plastic boards (Plasticisation), which will create savings within the external decorations budget. The other element is earmarked for stock remodelling projects, which range from replacing flat roofing to solid wall insulation.
65. An over spend of £0.085m is predicted on the roof replacement budget, as the roofs identified for replacement in this year's programme involve a higher than average replacement cost.
66. This is offset by savings in the Drainage and Water Supply programme, partially due to changes in legislation regarding responsibility for waste drains.
67. Demand for disabled adaptations for Council tenants has exceeded the profiled budget. In the first three quarters of the year 90 Disabled Facility Grants have been completed in Council properties (58 September). It is now anticipated that the outturn will be £0.870m (£0.870m in September) against a budget of £0.450m.
68. It is proposed to finance this spend from funding that has been set aside in the business plan for debt repayment.
69. A review is currently under way to evaluate the DFG programme. The purpose of this review will be to ensure that those requiring such works are treated equitably and that the process provides Value for Money for the Council, tenants and council tax payers.
70. The budgeted HRA capital programme is financed predominantly from revenue contributions (£5.942m), with a small proportion funded by capital receipts from Right to Buy sales (anticipated to be a contribution of £0.200m).

RESERVES POSITION (Appendix D)

71. The total reserves available as at April 2012 were £4.105m and the current forecast indicates that an additional £3.550m (£3.550m in September) will be transferred to HRA reserves at the year end.

RISKS AND UPSIDES

72. There are no risks or upsides to report.

CONCLUSIONS

73. Work has concluded on the Asset Management Strategy, which is now under consultation.
74. A number of development opportunities are currently being considered, with an aspiration to provide Extra Care facilities whilst improving and developing existing assets.
75. In the meantime there is an increasing focus on Value For Money, incorporating efficiency savings and revenue optimisation.

Appendices:

None

Background Papers:

None

Meeting: Social Care Health and Housing Overview & Scrutiny Committee
Date: 29 April 2013
Subject: Work Programme 2012/2013 & Executive Forward Plan
Report of: Richard Carr, Chief Executive
Summary: The report provides Members with details of the current Committee work programme and the latest Executive Forward Plan.

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

CORPORATE IMPLICATIONS

Council Priorities:

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

Financial:

1. Not applicable.

Legal:

2. Not applicable.

Risk Management:

3. Not applicable.

Staffing (including Trades Unions):

4. Not applicable.

Equalities/Human Rights:

5. Not applicable.

Public Health

6. Not applicable.

Community Safety:

7. Not applicable.

Sustainability:

8. Not applicable.

Procurement:

9. Not applicable.

RECOMMENDATION(S):

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

Work Programme

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

Task Forces

12. The Committee has currently established Task Forces to cover the following:-
 - A Joint Health Overview and Scrutiny Task Force to consider the review of acute services in the South East Midlands region (the Healthier Together programme);
 - hospital discharge in Central Bedfordshire; and
 - the strategic change agenda for housing.

Conclusion

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

Appendices:

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

Background Papers: (open to public inspection)
None

Appendix A

Work Programme for Social Care, Health and Housing Overview & Scrutiny Committee 2013 - 2014

Ref	Indicative Overview & Scrutiny Meeting Date	Report Title	Report Description	Comment
1.	10 June 2013	Joint Community Bed Review	To receive the final report of the Joint Community Bed Review.	For comment
2.	10 June 2013	CQC annual report	To consider an annual report from CQC in relation to health and domiciliary care services in Central Bedfordshire.	
3.	10 June 2013	Framework Agreement for Care Homes in Central Bedfordshire		For comment Executive: 26 June 2013
4.	10 June 2013	Arlesey Village Agent	To receive an evaluation report on the Arlesey Village Agent scheme.	As requested at the OSC on 17 December 2012.
5.	10 June 2013	Homelessness Strategy	To consider the Homelessness Strategy	For Members to inform proposals Executive: TBC
6.	10 June 2013	Allocations Policy		For Members to inform proposals Executive: TBC
7.	10 June 2013	CfPS national development area outcomes	To consider a report on the outcomes of the scrutiny development area programme.	The Council was one of 14 areas designated a scrutiny development area as part of a national programme relating to the health reforms.

Ref	Indicative Overview & Scrutiny Meeting Date	Report Title	Report Description	Comment
8.	29 July 2013	Biggleswade Hospital	To consider the outcomes of the Joint Community Bed Review with specific reference to the implications for Biggleswade Hospital.	
9.	29 July 2013	Implications of the Health Reforms and the Francis report Contact: Diane Gray (BCCG) and Public Health colleagues	To receive a presentation providing an update on the implications of the health reforms and the Francis report into the Mid Staffordshire NHS Foundation Trust and implications for Central Bedfordshire.	For information and comment. The item will also provide an opportunity to introduce public health colleagues to Members of the Committee.
10.	29 July 2013	Revenue and Capital Provisional Outturn 2012/13		Executive: 25 June 2013
11.	29 July 2013	Performance Monitoring Report (Q4)	To receive the Q4 performance monitoring report for the Social Care, Health and Housing directorate.	Executive: 25 June 2013
12.	09 September 2013	BCCG progress report: 6-months	A 6-month progress report from the BCCG in relation to the delivery of their commissioning intentions for 2013/14.	For comment and to review performance.
13.	09 September 2013	Musculoskeletal (MSK) Service Delivery Model	To consider the revised service delivery model for MSK services and to review the lessons learnt from this service reorganisation.	For information and comment
14.	21 October 2013	Annual report of Bedford Borough and Central Bedfordshire Adult Safeguarding Board	To inform Members of the annual report of the local Adult Safeguarding Board and consider its implications.	For information and comment Executive: TBC

Ref	Indicative Overview & Scrutiny Meeting Date	Report Title	Report Description	Comment
15.	21 October 2013	Revenue, Capital and Housing Revenue Account (HRA) Budget Monitoring reports (Q1)	To receive Q1 reports for the Social Care Health and Housing Directorate	Executive: 24 September 2013
16.	21 October 2013	Performance Monitoring Report (Q1)	To receive the Q1 performance monitoring report for the Social Care, Health and Housing directorate.	Executive: 24 September 2013
17.	16 December 2013	End of Life Care	A presentation relating to the End of Life Care Pathway in Central Bedfordshire.	Members requested further information in March 2013.
18.	16 December 2013	Domiciliary Care Retender	A 6-month progress report on the implementation and operation of the Domiciliary Care Framework Agreement	For information as requested by SCHHOSC in March 2013.
19.	16 December 2013	Revenue, Capital and Housing Revenue Account (HRA) Budget Monitoring reports (Q2)	To receive Q2 reports for the Social Care Health and Housing Directorate	Executive: 10 December 2013
20.	16 December 2013	Performance Monitoring Report (Q2)	To receive the Q2 performance monitoring report for the Social Care, Health and Housing directorate.	Executive: 10 December 2013
21.	27 January 2014	TBC		
22.	03 March 2014	TBC		
23.	07 April 2014	Revenue, Capital and Housing Revenue Account (HRA) Budget Monitoring reports (Q3)	To receive Q3 reports for the Social Care Health and Housing Directorate	Executive: 18 March 2014

Ref	Indicative Overview & Scrutiny Meeting Date	Report Title	Report Description	Comment
24.	07 April 2014	Performance Monitoring Report (Q3)	To receive the Q3 performance monitoring report for the Social Care, Health and Housing directorate.	Executive: 18 March 2014
25.	12 May 2014	TBC		
26.	23 June 2014	TBC		

Appendix **B**

Central Bedfordshire Council Forward Plan of Key Decisions 1 May 2013 to 30 April 2014

- 1) During the period from **1 May 2013 to 30 April 2014**, 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) Whilst the majority of the Executive’s business at the meetings listed in this Forward Plan will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information.

This is a formal notice under the Local Authorities (Executive Arrangements)(Meetings and Access to Information)(England) Regulations 2012 that part of the Executive meeting listed in this Forward Plan will be held in private because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

- 4) 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.
- 5) The agendas for meetings of the Executive will be published as follows:

Meeting Date	Publication of Agenda
14 May 2013	2 May 2013
25 June 2013	13 June 2013
13 August 2013	1 August 2013
24 September 2013	12 September 2013
5 November 2013	24 October 2013
10 December 2013	28 November 2013
14 January 2014	02 January 2014
4 February 2014	23 January 2014
18 March 2014	6 March 2014
22 April 2014	10 April 2014
27 May 2014	15 May 2014

Central Bedfordshire Council

Forward Plan of Key Decisions for the period 1 May 2013 to 30 April 2014

Key Decisions

Date of Publication: 2 April 2013

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.	Housing Asset Management Strategy -	To approve the Housing Asset Management Strategy for the Central Bedfordshire Council housing stock.	14 May 2013	A wide ranging public and stakeholder consultation is taking place between December 2012 and 28 February 2013. Method is questionnaires, web and hard copy based as well as consultation with tenant groups. Social Care, Health and Housing Overview and Scrutiny Committee to be consulted on 29 April 2013.	Report and Draft Housing Asset Management Strategy	Executive Member for Social Care, Health and Housing Comments by 28/02/13 to Contact Officer: John Holman, Head of Housing Asset Management Email: john.holman@centralbedfordshire.gov.uk Tel: 0300 300 5069
2.	Proposals for Commissioning of New School Places for Implementation in September 2015 -	Proposals for Commissioning of New School Places for Implementation in September 2015 - to approve commencement of consultations.	14 May 2013		Report	Executive Member for Children's Services Comments to 13/05/13 to Contact Officer: Rob Parsons, Head of School Organisation and Capital Planning Email: rob.parsons@centralbedfordshire.gov.uk Tel: 0300 300 5572

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.	East Leighton Linslade Framework Plan -	To consider the east Leighton Linslade Framework Plan for the delivery of up to 2,500 dwellings and 16 hectares of employment land together with its supporting infrastructure.	14 May 2013	<p>September 2012 – Placemaking meeting to take place at which the Landowners are to offer a presentation on the Draft Framework Plan.</p> <p>October 2012 – Executive Member and Director of Sustainable Communities to sign off the Draft Framework Plan for the purposes of public consultation.</p> <p>October 2012 – A 7 week public consultation to begin that will include a 2 day public exhibition event. Consultation with residents, councillors and statutory consultees. Consultation will be conducted using letters, emails, the Council’s consultation services, including Central Bedfordshire Council updates and the Member’s bulletin.</p> <p>February 2013 – A presentation on the Framework Plan (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>	Framework Plan and the Framework Plan supplementary written document	<p>Executive Member for Sustainable Communities - Strategic Planning and Economic Development</p> <p>Comments by 13/04/13 to Contact Officer:</p> <p>Sue Frost, Interim Local Planning and Housing Team Leader</p> <p>Email: sue.frost@centralbedfordshire.gov.uk</p> <p>Tel: 0300 300 4952</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)
4.	Central Bedfordshire Council (London Road Retail Park) Compulsory Purchase Order 2013 -	The report proposes to seek approval to make the Central Bedfordshire Council (London Road Retail Park) Compulsory Purchase Order 2013 in order to acquire interests in the land comprising the existing London Road Retail Park. The acquisition of interests in the land will facilitate the regeneration and redevelopment of the existing retail park and contribute to the economic well-being of the area.	14 May 2013		Exempt Report	Deputy Leader and Executive Member for Corporate Resources Comments by 13/04/13 to Contact Officer: Peter Burt, MRICS, Head of Property Assets Email: peter.burt@centralbedfordshire.gov.uk Tel: 0300 300 5281
5.	Flitwick Leisure Centre -	To consider approving a budget for project management and design team services so that the Council can consider the feasibility of delivering a new leisure centre in Flitwick.	14 May 2013	Consultation previously undertaken as part of the creation of Leisure Facilities Strategy adopted by Executive on 8 January 2013.	Outline business case	Executive Member for Sustainable Communities - Services Comments by 13/04/13 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)
6.	Community Infrastructure Levy -	To approve the consultation and subsequent Submission of the Community Infrastructure Levy draft charging schedule.	25 June 2013		Report	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 24/05/13 to Contact Officer: Jonathan Baldwin, Senior Planning Officer Email: jonathan.baldwin@centralbedfordshire.gov.uk Tel: 0300 300 5510
7.	Joint Venture Proposal -	To receive a report on the proposals for joint ventures.	25 June 2013		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 24/05/13 to Contact Officer: Peter Burt, MRICS, Head of Property Assets Email: peter.burt@centralbedfordshire.gov.uk Tel: 0330 300 5281

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
8.	Central Heating Installations Contract District Wide -	To award the contract to the preferred contractor for the central heating installations contract district wide for 2013 to 2016 to council housing properties.	25 June 2013		Report Public - Appendix Exempt	Executive Member for Social Care, Health and Housing Comments by 24/05/13 to Contact Officer: Peter Joslin, Housing Asset Manager or Basil Quinn, Housing Asset Manager Performance Email: peter.joslin@centralbedfordshire.gov.uk Tel: 0300 300 5395 or basil.quinn@centralbedfordshire.gov.uk Tel: 0300 300 5118
9.	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 Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
10.	Children and Young People's Plan 2013-15 -	To endorse the Children and Young People's Plan 2013-15.	25 June 2013	<p>Priorities, outcomes actions and measures have been refreshed following engagement. This includes with:</p> <ul style="list-style-type: none"> • Young Persons Focus Group (January 2013) • Children's Trust Board (February 2013) • Headteacher meetings (January 2013) • Governors Newsletter • Trust Board Delivery Groups (January – February 2013) • Children's Services Overview and Scrutiny Committee (April 2013) 	Children and Young People's Plan 2013-15	<p>Executive Member for Children's Services Comments by 01/05/13 to Contact Officer: Karen Oellermann, Head of Partnerships and Communication Email: karen.oellermann@centralbedfordshire.gov.uk Tel: 0300 300 5265</p>
11.	Customer First 2 -	To approve the full business case for Customer First 2, allowing further improvements in self-serve for our customers and to approve investment in the enabling technology.	25 June 2013		Report Capital Budget	<p>Deputy Leader and Executive Member for Corporate Resources Comments by 24/05/13 to Contact Officer: Deb Clarke, Assistant Chief Executive (People & Organisation) Email: deb.clarke@centralbedfordshire.gov.uk Tel: 0300 300 6651</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)
12.	Central Bedfordshire's Community Engagement Strategy 2013-2016 -	To approve Central Bedfordshire's Community Engagement Strategy 2013 – 2016.	25 June 2013	Partner organisations have been consulted including police, fire, health, town and parish councils, voluntary and community sector organisations and CBC service areas during June – December 2012 via conferences, meetings and reports. Corporate Resources Overview and Scrutiny Committee – December 2012 and April 2013. Other stakeholders via the Central Bedfordshire Together website.	Report and Community Engagement Strategy Document	Deputy Leader and Executive Member for Corporate Resources Comments by 24/05/13 to Contact Officer: Peter Fraser, Head of Partnerships & Community Engagement Email: peter.fraser@centralbedfordshire.gov.uk Tel: 0300 300 6740

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.	Determination of Proposals for Commissioning of New School Places for Implementation in September 2014 -	Determination of Proposals for Commissioning of New School Places for Implementation in September 2014.	13 August 2013	<p>Consultation will be with:</p> <ul style="list-style-type: none"> • the governing body of the schools which are the subject of proposals; • families of pupils, teachers and other staff at the schools; • the governing bodies, teachers and other staff of any other school that may be affected; • families of any pupils at any other school who may be affected by the proposals including families of pupils at feeder schools; • trade unions who represent staff at the schools and representatives of trade unions of any other staff at schools who may be affected by the proposals; • Constituency MPs for the schools that are the subject of the proposals; • the local parish council where the school that is the subject of the proposals is situated. <p>Consultation period between March and July 2013 including press releases, public meetings, statutory notices.</p>	Report and outcome of consultation	<p>Executive Member for Children's Services Comments by 12/07/13 to Contact Officer: Rob Parsons, Head of School Organisation and Capital Planning Email: rob.parsons@centralbedfordshire.gov.uk Tel: 0300 300 5572</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)
14.	Statutory Proposals to Extend the Age Range at Five Schools -	To determine statutory proposals to extend the age ranges of the following five schools: Lancot Community Lower School, Kensworth VC Lower School, Ashton St Peters VA Lower School, Ashton VA Middle School, Manshead VA Upper School	13 August 2013	<p>Consultees are to be:</p> <ul style="list-style-type: none"> • Head teachers and Chairs of Governors of all schools and academies within Central Bedfordshire. • School staff within all schools. • Relevant trade unions. • All CBC ward Members. • CBC Children's Service Management Team. • CBC Sustainable Transport Officer. • Local MPs. • Local Town and Parish Councils. • Neighbouring local authorities. • Parents and carers for all schools. <p>Informal consultations are being carried out over a 6 week period February - May 2013. If the decision is made to progress to the publication of statutory notices, these will be published for 6 weeks between June - July 2013. Consultation is via direct email, Central Essentials, Governors Essentials, Members Bulletin, local press, paper copies of the consultation documents, and (for the statutory notices) the placing of notices on display at the school premises.</p>	<p>Report, which contains:</p> <ul style="list-style-type: none"> The original proposal (for the community school). The original informal consultation document. The outcome of the informal consultation. The minutes of the public meeting. The statutory notice. The prescribed information which accompanies the statutory notice. 	<p>Cllr Mark A G Versallion Comments by 12/07/13 to Contact Officer: Rob Parsons, Head of School Organisation and Capital Planning Email: rob.parsons@centralbedfordshire.gov.uk Tel: 0300 300 5572</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)
15.	Leisure Strategy -	To adopt the Leisure Strategy: Chapter 4, Physical Activity Strategy; Chapter 2, Recreation and Open Space Strategy; Chapter 3, Playing Pitch Strategy; and Overarching Leisure Strategy. All for adoption prior to Supplementary Planning Document formal consultation.	24 September 2013	All Member Presentation of Draft Strategy on 10 July 2013. Draft Physical Activity Strategy to be considered by Sustainable Communities Overview and Scrutiny Committee on 25 July 2013. Draft Strategies for Chapter 2 and 3 and the Overarching Leisure Strategy to be considered by Sustainable Communities Overview and Scrutiny Committee on 5 September 2013.	Chapter 2, Recreation and Open Space Strategy Chapter 3, Playing Pitch Strategy Chapter 4, Physical Activity Strategy Overarching Leisure Strategy	Executive Member for Sustainable Communities - Services Comments by 23/08/13 to Contact Officer: Jill Dickinson, Head of Leisure Services Email: jill.dickinson@centralbedfordshire.gov.uk Tel: 0300 300 4258
16.	Capital Programme Review 2013/14 -	To receive the outcome of the Capital Programme 2013/14 review.	24 September 2013		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 23/08/13 to Contact Officer: Charles Warboys, Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
17.	Revenue, Capital and Housing Revenue Account (HRA) Quarter 1 Budget Monitor Reports -	To consider the revenue, capital and HRA quarter 1 budget monitoring report.	24 September 2013		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 23/08/13 to Contact Officer: Charles Warboys, Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147
18.	Award of Responsive and Programmed Electrical Maintenance Contract 2014 to 2017 to Council Housing Properties -	To award the Contract to the preferred contractor for this service.	24 September 2013		Report with exempt appendices	Executive Member for Social Care, Health and Housing Comments by 23/08/13 to Contact Officer: Basil Quinn, Housing Asset Manager Performance or Peter Joslin, Housing Asset Manager Email: basil.quinn@centralbedfordshire.gov.uk Tel: 0300 300 5118 or peter.joslin@centralbedfordshire.gov.uk Tel: 0300 300 5395

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.	Central Bedfordshire's Flood and Water Management Act 2010 Duties -	To approve a local flood risk strategy for Central Bedfordshire and to create a Sustainable Urban Drainage Advisory Board.	5 November 2013	<p>CBC is required under the Flood and Water Management Act 2010 to produce a Local Flood Risk Management Strategy. The draft strategy will be subject to public consultation. Sustainable Communities Overview and Scrutiny Committee will consider the draft strategy and the public consultation response to the strategy in August/September 2013.</p> <p>Following Department for Environment, Food and Rural Affairs confirmation of the mandatory sustainable drainage application processes, CBC will also be required to establish a SUDS Approval Board to evaluate, approve and adopt suitable SUDS measures for all new developments.</p>	Summary of Flood and Water Management Act Draft Local Flood Risk Management Strategy	<p>Executive Member for Sustainable Communities - Services Comments by 04/10/13 to Contact Officer: Iain Finnigan, Senior Engineer - Policy and Flood Risk Management Email: iain.finnigan@centralbedfordshire.gov.uk Tel: 0300 300 4351</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)
20.	Determination of Proposals for Commissioning of New School Places for Implementation in September 2015 -	Proposals for commissioning of New School Places for implementation in September 2015 - to approve commencement of consultations.	10 December 2013	<p>For proposals for New School Places for implementation in September 2015:</p> <ul style="list-style-type: none"> • the governing body of the schools which are the subject of proposals; • families of pupils, teachers and other staff at the schools; • the governing bodies, teachers and other staff of any other school that may be affected; • families of any pupils at any other school who may be affected by the proposals including families of pupils at feeder schools; • trade unions who represent staff at the schools and representatives of trade unions of any other staff at schools who may be affected by the proposals; • Constituency MPs for the schools that are the subject of the proposals; • the local parish council where the school that is the subject of the proposals is situated <p>Consultation period between May and November 2013 including press releases, public meetings, statutory notices.</p>	Report and Outcome of Consultations on Proposals for New School Places for implementation in September 2014	<p>Executive Member for Children's Services Comments by 09/11/13 to Contact Officer: Rob Parsons, Head of School Organisation and Capital Planning Email: rob.parsons@centralbedfordshire.gov.uk Tel: 0300 300 5572</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)
21.	Draft Capital Programme - 2014/15 to 2017/18 -	To consider the draft Capital Programme for 2014/15 to 2017/18.	10 December 2013		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 09/11/13 to Contact Officer: Charles Warboys, Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147
22.	Draft Revenue Budget 2014/15 -	To consider the draft revenue budget for 2014/15.	10 December 2013		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 09/11/13 to Contact Officer: Charles Warboys, Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
23.	Draft Housing Revenue Account Budget and Business Plan 2014/15 -	To consider the draft Housing Revenue Account Budget and Business Plan 2014/15.	10 December 2013		Report	Deputy Leader and Executive Member for Corporate Resources, Executive Member for Social Care, Health and Housing Comments by 09/11/13 to Contact Officer: Charles Warboys, Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147
24.	Draft Fees and Charges 2014/15 -	To consider the draft Fees and Charges for 2014/15.	10 December 2013		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 09/11/13 to Contact Officer: Charles Warboys, Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
25.	Revenue, Capital and Housing Revenue Account (HRA) Quarter 2 Budget Monitor Reports -	To consider the revenue, capital and HRA quarter 2 budget monitoring report.	10 December 2013		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 09/11/13 to Contact Officer: Charles Warboys, Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147
26.	Revenue, Capital and Housing Revenue Account (HRA) Quarter 3 Budget Monitoring Reports -	To consider the revenue, capital and HRA quarter 3 budget monitoring report.	18 March 2014		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 17/03/14 to Contact Officer: Charles Warboys, Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
NON KEY DECISIONS						
27.	Minerals and Waste Core Strategy -	To recommend to Council the adoption of the Minerals and Waste Core Strategy.	14 May 2013	A wide range of stakeholders were involved in consultations undertaken from 2006 to 2012, using methods which include an internet portal, deposit of hard copies at points of presence, and displaying the Core Strategy on the Council website. Consultees included the Parish Councils, statutory bodies, special interest groups, minerals industry, waste management industry, and individuals who had expressed an interest at previous consultations.	Minerals and Waste Core Strategy and the Inspector's report following the Examination in public.	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 13/04/12 to Contact Officer: Roy Romans, Minerals and Waste Team Leader Email: roy.romans@centralbedfordshire.gov.uk Tel: 0300 300 6039
28.	Quarter 4 Performance Report -	To consider the quarter 4 performance report.	25 June 2013		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 24/05/13 to Contact Officer: Elaine Malarky, Head of Programmes & Performance Management Email: elaine.malarky@centralbedfordshire.gov.uk Tel: 0300 300 5517

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
29.	Quarter 1 Performance Report -	To consider the quarter 1 performance report.	24 September 2013		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 23/08/13 to Contact Officer: Elaine Malarky, Head of Programmes & Performance Management Email: elaine.malarky@centralbedfordshire.gov.uk Tel: 0300 300 5517
30.	Quarter 2 Performance Report -	To consider the quarter 2 performance report.	10 December 2013		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 09/11/13 to Contact Officer: Elaine Malarky, Head of Programmes & Performance Management Email: elaine.malarky@centralbedfordshire.gov.uk Tel: 0300 300 5517
31.	Capital Programme - 2014/15 to 2017/18 -	To recommend to Council the proposed Capital Programme for 2014/15 to 2017/18 for approval.	4 February 2014		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 03/01/14 to Contact Officer: Charles Warboys, Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
32.	Treasury Management Strategy Statement and Investment Strategy 2014-2018 -	To recommend to Council the Treasury Management Strategy Statement and Investment Strategy 2014-2018 for approval.	4 February 2014		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 03/01/14 to Contact Officer: Charles Warboys, Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147
33.	Revenue Budget and Medium Term Financial Plan 2014/15 - 2017/18 -	To recommend to Council the Revenue Budget and Medium Term Financial Plan 2014/15 - 2017/18 for approval.	4 February 2014		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 03/01/14 to Contact Officer: Charles Warboys, Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
34.	Housing Revenue Account Budget and Business Plan 2014/15 -	To recommend to Council the Housing Revenue Account Budget and Business Plan 2014/15 for approval.	4 February 2014		Report	Deputy Leader and Executive Member for Corporate Resources, Executive Member for Social Care, Health and Housing Comments by 03/01/14 to Contact Officer: Charles Warboys, Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147
35.	Fees and Charges 2014/15 -	To recommend to Council the Fees and Charges 2014/15 for approval.	4 February 2014		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 03/01/14 to Contact Officer: Charles Warboys, Chief Finance Officer Email: charles.warboys@centralbedfordshire.gov.uk Tel: 0300 300 6147
36.	Community Safety Partnership Plan and Priorities -	To recommend to Council to approve the Community Safety Partnership Plan and Priorities for 2014 - 2015.	18 March 2014	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 2014 - 2015	Executive Member for Sustainable Communities - Services Comments by 17/02/14 to Contact Officer: Joy Craven, CSP Manager Email: joy.craven@centralbedfordshire.gov.uk Tel: 0300 300 4649

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37.	Quarter 3 Performance Report -	To consider the quarter 3 performance report.	18 March 2014		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 17/02/14 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 thirtieth day of each month or, where the thirtieth day is not a working day, the working day immediately proceeding the thirtieth day, or in February 2013 when the plan will be published on the twenty-eighth day:

Date of Publication	Period of Plan
02.04.13	1 May 2013 – 30 April 2014
01.05.13	1 June 2013 – 31 May 2014
31.05.13	1 July 2013 – 30 June 2014
02.07.13	1 August 2013 – 31 July 2014
01.08.13	1 September 2013 – 31 August 2014
30.08.13	1 October 2013 – 30 September 2014
02.10.13	1 November 2013 – 31 October 2014
31.10.13	1 December 2013 – 30 November 2014
28.11.13	1 January 2014 – 31 December 2014
02.01.14	1 February 2014 – 31 January 2015
30.01.14	1 March 2014 – 28 February 2015
28.02.14	1 April 2014 – 31 March 2015