

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

**This meeting
may be filmed.***



**Central
Bedfordshire**

please ask for Rebecca Preen

direct line 0300 300 4193

date 28 June 2018

NOTICE OF MEETING

SUSTAINABLE COMMUNITIES OVERVIEW & SCRUTINY COMMITTEE

Date & Time

Thursday, 12 July 2018 10.00 a.m.

Venue at

Council Chamber, Priory House, Monks Walk, Shefford

Richard Carr
Chief Executive

To: The Chairman and Members of the SUSTAINABLE COMMUNITIES OVERVIEW & SCRUTINY COMMITTEE:

Cllrs D McVicar (Chairman), B Saunders (Vice-Chairman), D Bowater, F Firth,
C C Gomm, Ms A M W Graham, J Kane, Cllr M Liddiard and K C Matthews

[Named Substitutes:

R D Berry, G Perham, I Shingler, M A G Versallion and N Warren]

All other Members of the Council - on request

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MEETING**

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AGENDA

1. **Apologies for Absence**

Apologies for absence and notification of substitute members

2. **Members' Interests**

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

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

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

4. **Minutes**

To approve as a correct record the Minutes of the meeting of the Sustainable Communities Overview and Scrutiny Committee held on 24 April 2018 and to note actions taken since that meeting.

5. **Petitions**

To receive petitions from members of the public in accordance with the Public Participation Procedure as set out in Part 4G 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 Part 4G of the Constitution.

7. **Call-In**

To consider any decision of the Executive referred to this Committee for review in accordance with Part 4D of the Constitution.

8. **Requested Items**

To consider any items referred to the Committee at the request of a Member in accordance with Part 4D of the Constitution.

REPORTS

- | Item | Subject |
|-------------|--|
| 9 | Executive Members Updates
To receive a brief verbal update from the Executive Member for Community Services and the Executive Member for Regeneration. |
| 10 | Highways Improvement Plan

To receive an update on the Highways Service Improvement Plan 1 outcomes and Service Improvement Plan 2 proposals, as requested at a previous meeting. |
| 11 | Work Programme 2018/19 and Executive Forward Plan

Members of the Committee will receive information regarding the Work Programme 2018/19 and Executive Forward Plan. |

CENTRAL BEDFORDSHIRE COUNCIL

At a meeting of the **SUSTAINABLE COMMUNITIES OVERVIEW & SCRUTINY COMMITTEE** held in Council Chamber, Priory House, Monks Walk, Shefford on Tuesday, 24 April 2018.

PRESENT

Cllr D McVicar (Chairman)
Cllr B Saunders (Vice-Chairman)

Cllrs D Bowater
P Downing
Ms A M W Graham

Cllrs J Kane
K C Matthews

Apologies for Absence: Cllrs Cllr M Liddiard
R Morris

Substitutes: Cllrs P Hollick
N Warren

Members in Attendance: Cllrs Mrs A Barker
R D Berry
A D Brown
I Dalgarno
Mrs A L Dodwell
B Wells
J N Young
Vice-Chairman of
Development
Management Committee
Deputy Executive
Member for
Regeneration
Executive Member for
Community Services
Deputy Executive
Member for Families,
Education and Children
Deputy Executive
Member for Community
Services
Executive Member for
Regeneration

Officers in Attendance: Mr M Coiffait – Director of Community Services
Mrs P Everitt – Scrutiny Policy Adviser
Ms T Harris (Waste) – Head of Waste Services
Mrs R Preen – Scrutiny Policy Adviser

Public/Press 1

SCOSC/17/76 Members' Interests

None.

SCOSC/17/77 **Chairman's Announcements and Communications**

The Chairman informed the Committee that he had visited the new Household Waste Recycling Centre (HWRC) at Thorn Turn which had replaced the old site at Frenches Avenue Dunstable and was impressed with the quality of the facility. The Chairman highlighted the importance of ensuring the public were aware of the closure of the old site and requested of the Executive Member that appropriate signage be displayed.

SCOSC/17/78 **Minutes**

RESOLVED that the Minutes of the meeting of the Sustainable Communities Overview and Scrutiny Committee held on 15 March 2018 be confirmed and signed by the Chairman as a correct record subject to Minute SCOSC/17/71 being amended to clarify that an HGV ban had been introduced to the West of the M1 as follows:-

“An HGV ban towards the West of the M1 had recently been introduced which had resulted in a significant decrease in the number of lorries travelling on local roads although there were still a core number cutting through villages and towns.”

SCOSC/17/79 **Petitions**

None.

SCOSC/17/80 **Questions, Statements or Deputations**

None.

SCOSC/17/81 **Call-In**

None.

SCOSC/17/82 **Requested Items**

None.

SCOSC/17/83 **Executive Members Updates**

The Executive Member for Regeneration advised the Committee that due to the success of a recent campaign to educate lorry and HGV drivers regarding the banning of such vehicles in some areas of Dunstable, similar enforcement schemes would soon be underway. Work to Dunstable High Street phase one had begun and had been well received locally. The Committee would be updated with progress as necessary.

The Executive Member and the Director of Regeneration had been granted delegated authority to make minor amendments to the Local Plan, if necessary, following its consideration by Full Council at their next meeting. There were concerns that if the Plan was not adopted the Government would take over

responsibility for the Council's planning function with many more hostile applications being granted.

SCOSC/17/84 **The Waste Collection Contract**

The Chairman introduced the item and reminded the Committee that the Waste Collection Contract was the largest revenue contract awarded by the Council. The current contract had been in place since the inception of Central Bedfordshire Council with many processes inherited from previous authorities. It was important to reassess efficiencies and harmonise the service across the whole of the area.

The Executive Member for Community Services delivered a presentation, which set out the case for change, outlined targets in relation to recycling, the impact to the environment and costs involved. The presentation outlined resident's views having received over 15,000 responses to the recent consultation. With the current contract due for renewal in 2019, the Council had the opportunity to reassess the future needs of the area with regards to waste collection and Members were appraised of the various options available in addition to impact assessments.

There had been consistent themes emerging from the consultation with 94% of residents agreeing the importance of recycling; 57% did not support the option of three weekly black bin waste collection; and 53% supported the need to identify cost savings from the service. There were variations in the north and south of the area with regards to support for food waste collection and methods of collecting green garden waste with various concerns raised by residents. However it was acknowledged that many such similar concerns had been raised when food waste collection had been introduced in the north of Central Bedfordshire previously so the directorate was confident these could be overcome. Comments from the Committee would form part of the consultation response and would be considered by the Executive on 10 May 2018.

In light of the presentation Members discussed the following in summary:-

- There were very few complaints to the existing service with concerns that new collection methods, cost and efficiency savings would result in a deterioration of current service levels and additional pressures put upon staff as calls and complaints from the public increased.
- The need to take into consideration Government proposals to process plastic and glass returnables due to the impact on the levels collected locally and the income generated.
- The need for flexibility with regards to vehicle specifications and collection methods, taking into consideration the substantial financial investment required.
- The need to support residents to recycle effectively, reduce food waste and dispose of their residual waste in the correct manner in order to combat concerns in relation to smell, contamination and an increase in vermin and flies.
- That consideration be given to including nappy waste within the clinical collection in order to support larger families, to which it was confirmed that need would be assessed as it arose.

- Whether a charge for the collection of green garden waste was outweighed by the cost of regular trips to the HWRC's.
- The importance of taking into consideration the lack of public support for three weekly collection proposals.
- The benefits of a dual service for residents in order to increase the choices available to them, particularly in relation to green garden waste and taking into account the different types of properties across the area and space available for additional bins.
- Confirmation that the new waste depot at Thorn Turn provided adequate provision for commercial waste.
- That additional research data in relation to green garden waste charges applied by other authorities ought to be included within the Executive report.
- Confirmation that the cost of additional bins and equipment had been included in the capital budget.
- The need for retailers to take responsibility for packaging.
- That glass would need to be collected separately due to health and safety concerns and the contamination of other recyclables once broken.
- That if additional bins were introduced planning applications and conditions for bin storage and space on new build properties would need to be adapted accordingly.
- The impact of the new Covanta waste site on the disposal of residual waste.
- Whether a charge could be levied for green garden waste for 9 months instead of 12 and so reduce the cost.
- That existing bottle banks across the area would be retained regardless of any future policies to collect glass from individual households.
- That consideration be given to a phased implementation of any changes to the service in order that the public had time to adapt.

RECOMMENDED that the following comments of the Committee be provided to Executive during its consideration of the proposals:-

- 1. That a new contract allow for flexibility within its processes in order to maximise service level efficiencies.**
- 2. That the Committee support the harmonisation of service delivery across the north and south of Central Bedfordshire in relation to food waste and green garden waste collection.**
- 3. That the majority of the Committee supported a £nil charge for green garden waste (5 in favour and 2 against).**
- 4. That the kerbside collection of glass, paper and cardboard be supported.**
- 5. That the option of a dual service for residents in order to increase the choices available to them be supported.**
- 6. That following changes the directorate invest time and resources to supporting and educating the public with regards to appropriate recycling and waste disposal.**
- 7. That the service be kept as simple and as streamlined as possible.**
- 8. That the vehicles should be suitable for multi-operational collections as necessary, minimising the impact on the capital budget.**

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

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Central Bedfordshire Council

SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

Thursday, 12 July 2018

Report of: Cllr Ian Dalgarno,
(ian.dalgarno@centralbedfordshire.gov.uk)

Responsible Director: Marcel Coiffait,
marcel.coiffait@centralbedfordshire.gov.uk

This report relates to a decision that is Key

Purpose of this report

1. The purpose of this paper is to provide the Sustainable Communities Overview and Scrutiny Committee (OSC) with a report on the development and implementation of the Highways Service Improvement Plan phase 1 (SIP1) and to advise of the actions in phase 2 (SIP2).

RECOMMENDATIONS

The Committee is asked to:

1. Review, acknowledge and comment on the progress made by the Highways Service Improvement Plan and comment on the outcomes of the SIP1.
2. Review and comment on the proposed actions for the 2nd phase of the Service Improvement Plan (SIP2).
3. Recommend that a performance update on the next phase of the improvement plan (SIP2) be delivered at a future meeting.

Background to the Service Improvement Plan

2. In order to address issues and make improvements to the Highways Service, the Executive Member for Community Services requested that a improvement plan was developed and its actions implemented.
3. The SIP was to address the following three main areas of concern;
 - Work taking too long
 - Lack of information on the service
 - Not demonstrating value for money

Item Reference	Contract Improvement Issue	Improvement Actions	Contract Improvement Output
A	Work Taking Too Long	Collaboration Accreditation - action plan Quality of information on task orders Roles and Responsibilities and structure resilience Target Cost process understanding and agreement	Meeting Contract KPIs Joint Organisation Chart Signed Off Target Cost Process (not interim)
B	Lack of Information on the Service	Members Portal implementation programme to be delivered Complete implementation of SIC version 2	Members Portal Live SIC2 Live
C	Not Demonstrating Value for Money	Road map of target cost for remaining services not yet using target cost Annual plan improvements (5 year) to allow economies of scale to be maximised Increasing use of the contract within CBC contract to allow economies of scale to be maximised Final Accounting releasing pain/gain pot	Programme of services to target cost 5 Year Plan Increased Contract Throughput Gain share valued and back in the service

Progress

Item Reference A - Work Taking Too Long

4. **Collaboration Accreditation** - The collaboration accreditation BSI ISO 44001 action plan has been developed and processes implemented. Phase 1 of the accreditation process has taken place. The accreditation audit passed with only 4 opportunities for improvement and 1 minor non-compliance. The second accreditation audit is scheduled for mid-June. This collaborative approach underpins and supports all working practices between CBC and RJ and supports a closer more integrated working relationship.
5. **Quality of information on task orders** - Existing guidance on how to raise task orders on the 'Insight' ordering system has been reviewed and updated. Included in this has been a specific piece on the provision of all of the information required to undertake each individual piece of work. This has been communicated to all staff who raise task orders.
6. This has resulted in an improved quality of task order with the relevant information being provided. The reviewed process and guidance has been in Insight.

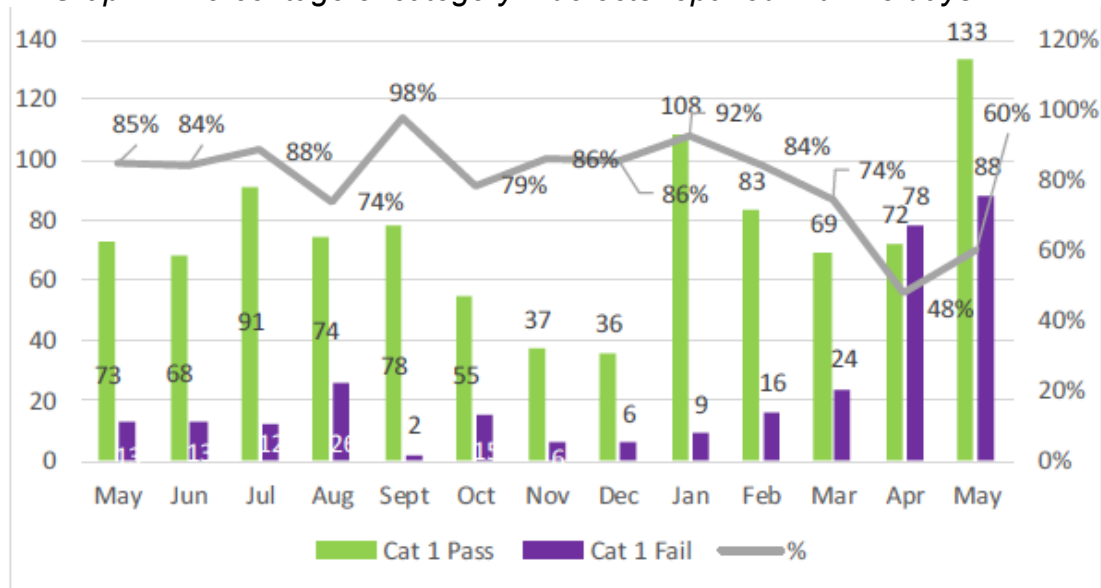
7. **Roles and responsibilities and structure resilience** – The restructure and relocation of teams has now been completed. This has provided greater resilience for teams.
8. The joint CBC/RJ organisation chart has been developed and has been circulated to all staff. In tandem with the co-location to Thorn Turn this has seen the beginnings of staff having a better understanding of areas of work, roles and responsibilities. This is helping to expedite work to the correct teams and individuals.
9. The joint structure chart needs to be regularly updated and staff kept informed as an ongoing item. Further promotion of the chart, individual work areas and roles and responsibilities is scheduled as an action in SIP2.
10. **Target cost process agreement and understanding** – A review of the process for producing an agreed target cost has been undertaken. Following this, a system change took place in April so that task orders to obtain target costs are now being raised using 'CEMAR'. CEMAR is a database solution which is used to manage the administrative demands of the Highways contract. It removes tasks for creating clause referenced documents of the NEC contract for each communication sent between CBC and RJ. It runs as a cloud based system which records and backs up all contractual communications.
11. There has been a considerable improvement in target costing of schemes to be constructed. The initial approach was fragmented with the main issue being that task orders were not being raised until all information is available. This has improved using CEMAR, but some delays in producing an agreed cost within the required time-frame is still an area requiring improvement.
12. Initial training has been provided to all staff on the target cost setting process and utilisation of the new CEMAR system.
13. It is proposed that this progress is further built upon in SIP2. The process will continue to be refined and reminder/update workshops held. The target cost process will be audited in September to ensure improvements are being made.
14. **Co-author a suite of integrated processes that provide inputs, outputs, controls, gates, clarity of organisational and team ownership** - Comprehensive processes have been written and mapped on flow charts for the task order, KPI submission and acceptance, routine maintenance, and final accounting processes.
15. The task order element has been further broken down to cover scheme design orders, construction orders and maintenance orders.

16. These processes have been provided to both the Strategic Board and Operational Board. This clear understanding of process was agreed and signed off by members of the Operational Board.
17. Following this mapping process there is now greater clarity and understanding of requirements, pressures and pinch-points between client officers and contractors. This has smoothed the process and enabled improved co-operation leading to improved understanding between the CBC and RJ officers.
18. Now that these processes have been agreed and documented the service is now in a position to raise awareness and set these as usual practice to all staff.
19. The final accounting process has already delivered substantial improvements increasing final accounts from 0% (year 1) to 68% (year 2).
20. This work stream will be continued into SIP2 with CBC/RJ teams to be jointly trained to enable consistent understanding and implementation of the agreed processes. Changes to the written agreed processes to be modified and implemented as business as usual practice.
21. ***Develop statutory utility plans (Stats) provision resilience strategy*** – CBC resources have been re-allocated to assist with obtaining Stats plans in order that all of the correct information is made available for each stage of the task order design/target cost/construction phase of delivery. Implementing this approach has meant that Stats information is being obtained and work is not delayed on site.
22. A new Utilities Service Technician (UST) provider has been added to the RJ supply-chain to ensure there is sufficient resilience to support this area of work.
23. Joint CBC/RJ CDM training has been delivered to increase knowledge and understanding of CDM requirements. This has improved understanding between individuals and teams of CDM roles and responsibilities.
24. The Highways contract is CDM compliant and safe. The safety record is outstanding with 500+ clear days to date on this contract. However in order to ensure compliance with CDM regulations and improved safety records, a review of training and staff competency requirements has been carried out. This work has been built into the Highways staff competency framework and, where relevant, made a mandatory requirement for some roles.
25. As part of SIP2 CDM refreshers are to be scheduled as a 'business as usual' activity. All new staff will receive CDM training as part of their induction.

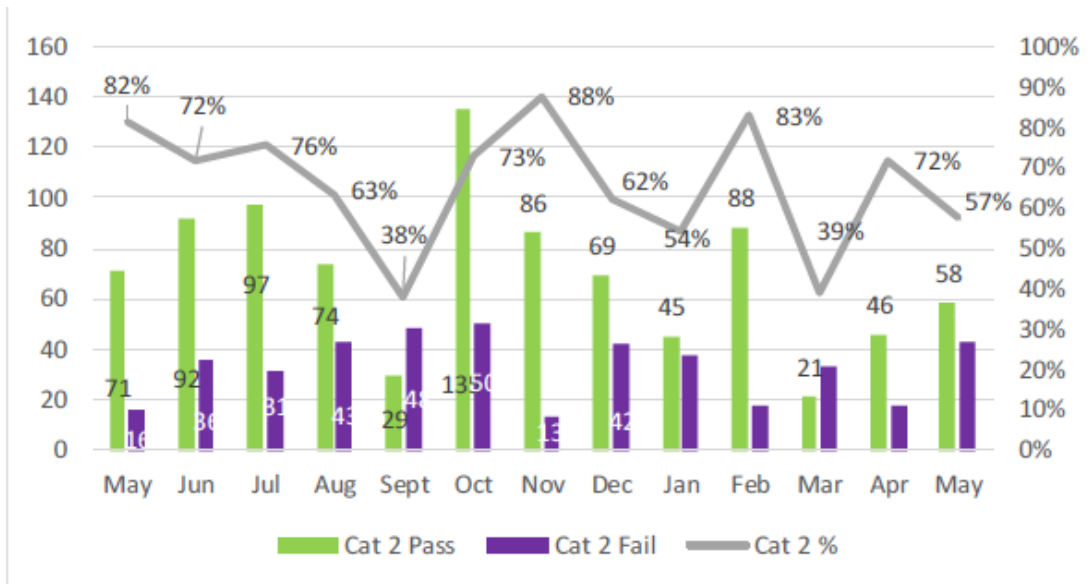
Item Reference B – Lack of information on the Service

- 26. **Members portal implementation programme to be delivered** – Owing to various technical and resource difficulties there has been a delay in providing the portal to allow Members to view planned works. This is now at a stage where testing is shortly due to commence with the full roll-out target date of 23rd July.
- 27. The improved public facing ‘Report It’ (Service Information Centre 29SIC2)) module is due to be operational on 23rd July. Prior to this date there will be a two week familiarisation/test period for users to provide feedback.
- 28. **Agreed KPI framework with performance improvement measures included** – The KPI definitions have been agreed at Operational Board and the framework agreed at Strategic Board.
- 29. It is proposed that this workstream carries over into SIP2 with a view to ensuring achievement of the KPIs. This will focus on category 1 and 2 improvements, 7 day response improvements as well as target cost setting and final accounting is suitably established.
- 30. The graphs below show that there remains under-performance in ensuring that category 1 and 2 defects on the highway are being repaired within the specified timescales to achieve the 95% KPI standard required.

Graph 1. Percentage of category 1 defects repaired within 5 days.



Graph 2. Percentage of category 2 defects repaired within 28 days.



Item Reference C – Not Demonstrating Value for Money

- 31. **Road map of target cost for remaining services not yet using target cost** – A roadmap based on expenditure codes has been developed using as many schemes as possible and their associated time frames.
- 32. This workstream has uncovered various issues principally around methods of work costing and ordering. There was a lack of understanding of the contract aim to utilise Option C (target costing) as a method of ordering work to a greater extent than on the previous contract.
- 33. This has improved as contractual and procedural knowledge has been disseminated which has resulted in an increase in schemes ordered using Option C from 40% previously to 60% currently.
- 34. This workstream will be carried forward into SIP2 particularly focussing on cultural improvements and contract utilisation knowledge at training workshops and communications to staff. In addition, the method of measurement of this needs to be incorporated in order to better gauge progress.
- 35. **Increasing use of the contract within CBC to allow economies of scale to be maximised** – Work to produce a third party user guide and align services with ‘account managers’ has commenced but is still an ongoing piece of work to be agreed, signed off and communicated to the relevant parties. This workstream is to be continued into SIP2.
- 36. **Relocation to Thorn Turn as part of the overall Central Bedfordshire Highways Contract accommodation strategy** - CBC and RJ teams have now moved in to the new state of the art facility at Thorn Turn facilities. This will enable a collaborative working environment with teams being

better integrated allowing a stronger working partnership and has improved our ability to work as one team.

37. Lessons learned from the delivery of the Thorn Turn depot are being utilised for the delivery and mobilisation of the North Depot at Sandy; these actions are captured in SIP2.

Conclusion

38. SIP1 has delivered some of its objectives particularly where there has been collaboration and urgency demonstrated by both Client and RJ.
39. SIP1 has uncovered a number of complicated processes which have been reviewed and improved. Implementation of these processes will be undertaken through training workshops and seminars jointly to CBC and RJ staff as part of SIP2.
40. Of the 32 actions in SIP1; 22 have been completed with 10 being carried forward for implementation in SIP2.
41. Critical to the ongoing success of SIPs is relationship building and measures to encourage a collaborative working ethos throughout the service. Whilst there is an aspiration of 'working together in a spirit of mutual trust and cooperation' this requires continued work in SIP2 to encourage this attitude to staff at all levels.
42. *Whilst some improvements have already started to be realised it will not be until the delivery of the actions developed under SIP1 through the SIP2 process that more significant improvements will be gained.*

Reason/s for decision

43. The reasons for the decisions set out in this paper is to enable the Highways Service to become a more efficient and resilient service and to continue on track to retaining Band 3 Well Managed Highways authority, and to help secure Incentive Funding from the Department for Transport.

Council Priorities

44. The recommendations within this paper will facilitate a more efficient and responsive highways service that provides great resident services and enhances Central Bedfordshire.

Corporate Implications

45. None

Legal Implications

46. As the local highway authority Central Bedfordshire Council is responsible for the maintenance and improvement of the public highways within its administrative area under the Highways Act 1980.

Equalities Implications

47. Central Bedfordshire Council has 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 reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Highways Service Improvement Plans, Highways Communications Plan and associated documentation will ensure that due regard is given to the requirements of equality legislation.

Financial and Risk Implications

48. Non-adoption of the commuted sum calculator will mean that savings budgeted for will not be realised.

Next Steps

Event	Date
Develop and implement SIP2	25/05/18 - 25/05/19

Appendices

Appendix A: SIP2 framework

Report author: Nick Shaw, Highways Team Leader - Business Support
nick.shaw@centralbedfordshire.gov.uk

Item Reference	Item Number	Contract Improvement Output	Expected Improvements	Actions	Owner		Due Date	Progress Commentary	Status	
					CBC	RJ				
A	i	Collaboration accreditation	Improved collaboration for the Highway service leading to increased productivity, outputs, responsiveness and communications	BSI ISO 44001 standard work to be developed, taken forward and actioned	NS&PM	HS&CG	Jun-18			
		A more collaborative approach and 'ONE TEAM' ethos	Focus on building better more effective partnerships on a management level in operational functions	Away day works shops to be held for key service areas	PM	CG	May-18			
		Better collaboration and improved relationships between teams and individuals	All staff to receive behavioural preference profiling and to be made aware of the 'ONE TEAM' programme		NS	HS	Oct-18			
		Joint CBC/RJ teams working collaboratively on key workstreams to ensure delivery and drive through improved ways of working and communication.	Deliver all 2018/19 Structural maintenance programme	ONE TEAM delivery as worked up at collaboration away days		DT	Ongoing			
			Plan for the delivery of 2019/18 structural maintenance programme	ONE TEAM delivery as worked up at collaboration away days	Pmi		Ongoing			
			Deliver all 2018/19 street lighting programme	ONE TEAM delivery as worked up at collaboration away days	AC	DH	Ongoing			
			Plan for the delivery of 2019/18 street lighting programme	ONE TEAM delivery as worked up at collaboration away days	AH	DT	Ongoing			
			Deliver all 2018/19 Area Teams' programme	ONE TEAM delivery as worked up at collaboration away days	PMI		Ongoing			
		Plan for the delivery of 2019/18 Area Teams' programme	ONE TEAM delivery as worked up at collaboration away days		TF	Ongoing				
		ii	Co-author a suite of integrated processes that provide inputs and outputs, controls and gates, clarity of organisational and team ownership and a comprehensive RACI matrix.	Clear understanding between both parties as to expectations at each handover stage and the impact on the overall process output as a result.	Training for agreed Task Order process This training to include TOs for each of the scheme stages: a) Design b) Target Cost setting c) Construction d) Maintenance/Asset Management	PS	SP			
			Improved Task Order quality and information provision	Correct information provided for schemes (Design/Target Cost Setting/Construction)	Review the training guidance for target cost and task order raising and test to ensure that the new process instructions are correct and acceptable					
					Set up standard templates across the board for the various Service Task Orders	MB	DS	Sep-18		
					Run workshop on why information is important. What information is used for for both CBC and RJ perspectives			Aug-18		
						NS	HS	Aug-18		
			Improved compliance with CDM regulations	Correct CDM processes followed and documentation provided for all construction works.	Continue further CPD training in CDM processes and responsibilities	MW	CM	Ongoing		
		Audit regime for Task Order quality	All information to be provided with TOs and correctly stored on BOX	Audit dates and checking process agreed and carried out	MW	HS	Ongoing			
		Starts resilience to prevent bottlenecks in scheme process	Starts provision resilience strategy developed and agreed	Rates for USTs to be discussed and agreed and strategy formalised						
	iii	Highways Service Organisational Map - Detailing all CBC and RJ key roles, clearly identifying each role's accountabilities and delegated authorities for decision making. To include key cross party relationship mapping.	Focus on building better more effective partnerships on a management level in operational functions	Ongoing update of the chart following staff changes or restructures	MaW	DS	Jul-18			
					JB	HS	Ongoing			
B		Ringway Jacobs to achieve compliance across the agreed Key Performance Indicator framework.	Performance improvements in the measures included in the agreed KPI framework Focus on Cat 1&2 improvements; 7 day responses; final accounts; and target cost setting	Set up joint improvement plans per KPI where required and monitor as business as usual	MW	HS	Ongoing			
C	i	Relocation of Area 1 team to the new Sandy depot as part of the overall Central Bedfordshire Highways Contract accommodation strategy.	Reduction in cost to the service by removing the interim service solutions and rent payments	Appoint Project Manager for Build	HK		Complete			
			True Co-location to build a stronger partnership ethos	Hold regular Mobilisation Team Meetings	NS	CM	Ongoing			
	ii	Improved Cost efficiency for the contract - Collective agreement and road map on the movement of service commissioning to the use of Target Cost	Maintain and improve the clarity of which services (and scope of the services) Option C is to be used for as a priority	Further training to ensure that staff know how and what should go through option C. Cultural improvement through away days etc		PM	CG	Aug-18		
			Cost efficiency to the service more widely understood and undertaken	Preparation of information to enable smoother agreement and reduction of priced risk in targets going forward		JT	HS	Nov-18	JT has a paper from previous work outlining improvements from data capture that will be used. Owners from above action to consult	
			More collaborative working and clarity of targets					Ongoing		
	iii	Improved perception of the Highways Service Contract within CBC Departments and increased use of the contract to deliver services	Increased contract throughput	Establish key CBC "account managers" for each of the CBC departments that will use the contract		MW		Sep-18		
				Provide a guidance manual/process chart for prospective 3rd party users of the contract that establishes the requirements of all parties and advises on which processes are required to be used.						
				Walk, Talk, Build process to be developed and agreed		PV		Sep-18		
				WTB process workshop		MW	DT	Sep-18	Sign off by Ops board required	
		Ringway Jacobs maintain a supply chain sufficiently skilled and resourced to deliver a fluctuating programme of works and overall contract resilience for emergency response as required.	Managed Budget profiles to allow engagement with sub-contractors to be cost effective	Sub-contractor list to be increased using the approved sub-contract		MB	DS	Ongoing	Annual Plan budget progress reporting to be part of Ops Board	BAU
		Improved quality of sub-contractors	Sub-contractor audit regime to be undertaken		JW	TF	Ongoing	TF in process of acquiring new Subbies	BAU	
		Improved timely delivery of services			MW	HS	Ongoing	H&S audits in place regime to be formalised and meeting to be undertaken regarding this action.	BAU	

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Central Bedfordshire Council

SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

12 July 2018

Work Programme & Executive Forward Plan

Advising Officer: Rebecca Preen Scrutiny Policy Adviser
rebecca.preen@centralbedfordshire.gov.uk

Purpose of this report

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

RECOMMENDATIONS

The Committee is asked to:

1. Consider and approve the work programme attached, subject to any further amendments it may wish to make;
2. Consider the Executive Forward Plan; and
3. Consider whether it wishes to suggest any further items for the work programme and/or establish any enquiries to assist it in reviewing specific items.

Overview and Scrutiny Work Programme

1. During 2016/17 Members have been invited to share their experiences of the overview and scrutiny process and make suggestions to the Overview and Scrutiny Coordination Panel (OSCP) on future ways of working. This feedback was subsequently considered by the OSCP who resolved to encourage the OSCs to apply the following principles for ways of working:-
 - a. activity be led by the OSCs and residents as well as the Executive Forward Plan;
 - b. more policy development activity be undertaken through the exploration of proposals and principles at the earliest opportunity of commencement of strategy development;
 - c. shorter more focused agendas through prioritisation of items that add value and enable outcomes; and
 - d. create more time for Members outside of formal meetings in addition to providing more opportunity to brief Members informally on some topics.
2. In addition, the OSCP agreed that given the current experience with regard quarterly performance and budget reports a trial should be

undertaken whereby these reports will only be received by the Corporate Resources OSC from April onwards. This trial will enable Members to determine whether this approach provides greater focus on these aspects of scrutiny. All Members will be able to request an item to be added to the agenda of any the OSCs on aspects of budget or performance. The Corporate Resources OSC will also be able to refer matters to the relevant OSC for a 'deep-dive' of any topic if there is a particular concern.

3. The Committee is requested to consider the work programme and the indicated outcomes at **appendix 1** and to amend or add to it as necessary.
4. In considering which items should be added to the work programme Members are encouraged to minimise duplication, focus on those items that have been requested by residents and the committee and to focus on those items where Members can add value.
5. The work programme aims to provide a balance of those items on which the Executive would be grateful for a steer in addition to those items that the Overview and Scrutiny Committee (OSC) wishes to proactively scrutinise.

Overview and Scrutiny Task Forces

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

Executive Forward Plan

7. Listed below are those items relating specifically to this Committee's terms of reference contained in the latest version of the Executive Forward Plan. The full Executive Forward Plan can be viewed on the Council's website at the link at the end of this report.

Item	Indicative Exec Meeting date
Highways Service Improvement Review and Incentive Fund Bid.	7 August 2018
Land North of Luton	7 August 2018
Flitwick Station Area Regeneration	9 October 2018
Community Safety Partnership Priorities 2019-2022	8 January 2019
Non Key Decisions	Indicative Exec Meeting date
None at present	

Corporate Implications

8. The work programme of the Sustainable Communities Overview & Scrutiny Committee will contribute indirectly to all 5 Council priorities. Whilst there are no direct implications arising from this report the implications of proposals will be details in full in each report submitted to the Committee.

Conclusion and next Steps

9. Members are requested to consider and agree the attached work programme, subject to any further amendment/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. 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.

Appendices

Appendix A: Sustainable Communities OSC work programme.

Background Papers

Executive Forward Plan (can be viewed at any time on the Council's website) at the following link:-

<http://centralbeds.moderngov.co.uk/mgListPlans.aspx?RPId=577&RD=0>

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Appendix A – SC OSC Work Programme 2018/19

OSC Date	Report Title	Outcomes we are seeking to achieve
Thursday, 13 September 2018	Unauthorised Encampments	Text to be agreed
Thursday, 13 September 2018	Parking Management Strategy	To receive a progress update in relation to the parking management strategy
Thursday, 22 November 2018	Regeneration of Dunstable High Street	To consider the timetable of proposals in relation to the regeneration of Dunstable High Street
TBC	Passenger Transport Strategy	Text to be agreed
TBC	Covanta	Text to be agreed
TBC	Leisure Contract	Text to be agreed
TBC	Police Performance Update	To discuss with the Police and Crime Commissioner and senior officers within the Force, progress made following the HMIC report in March 2017

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