Corporate Resources Overview and Scrutiny Committee

Schedule
Thursday 28 November 2019, 10:00 AM — 1:00 PM GMT

Venue
Council Chamber, Priory House, Monks Walk, Chicksands, Shefford, SG17 5TQ

Description
To Chair and Members of the Council:

Cllr Duckett (Chair)
Cllr Chatterley (Vice-Chair)

Councillors Bond, Gomm, Mackey, Perry, Saunders, Snelling and Wye
Substitutes: Cllr Ferguson, Goodchild, Spicer, Versallion and Zerny

Notes for Participants
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Agenda

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1. **Apologies for Absence**

   To receive apologies for absence.

2. **Minutes**

   To approve as a correct record, the Minutes of the meeting of Corporate Resources Overview and Scrutiny Committee held on 19 September 2019.

   ![190919 CR OSC Final Draft Minutes .docx](image)

3. **Members' Interests**

   To receive from Members any declarations of interest.

4. **Chair's Announcements**

   To receive any matters of communication from the Chair.

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. The following options are available to the Committee:

3.3.1 - If the matter is a simple one, to resolve it forthwith; or
3.3.2 - To request the officers to prepare a report for the next meeting; or
3.3.3 - To set up a task and finish group to investigate and report back to the Committee; or
3.3.4 - To make recommendations to the Executive or Council, as appropriate; or
3.3.5 - To decide to take no further action upon the request, for stated reasons.¹

9. Executive Members' Update

To receive a brief verbal update from:
- The Deputy Leader and Executive Member for Corporate Resources
- The Executive Member for Assets and Housing Delivery
- The Executive Member for Health, Wellbeing and Communities
- The Executive Member for Transformation and External Relations

10. Local Council Tax Support Scheme 2020-21

The purpose of the report is for the Committee to review and comment on the Council’s draft Local Council Tax Support Scheme for 2020/21.

11. Quarter 1 Performance Report 2019-20

To receive Quarter 1 2019/20 performance for Central Bedfordshire Council's Medium Term Plan (MTP) indicator set.
12. Procurement Options in relation to the Agency provision of temporary staff (Commensura)

Consider and endorse the recommended procurement framework route to market for the supply of agency staff.

Item 12 Review of framework routes to market for....docx

13. Corporate Resources OSC 2019/20 Work Programme and Executive Forward Plan

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

Item 13 OSC work programme report.docx
Item 13 Appendix A Work Programme.docx
1. Apologies for Absence

To receive apologies for absence.
2. Minutes

To approve as a correct record, the Minutes of the meeting of Corporate Resources Overview and Scrutiny Committee held on 19 September 2019.
At a meeting of Corporate Resources Overview and Scrutiny Committee held in the Council Chamber, Chicksands, on Thursday 19 September, 2019 from 10am.

Present: Cllr Paul Duckett (Chair)  
Cllr John Chatterley (Vice-Chair)

Members: Cllrs Tracey Wye  
Brian Saunders  
Ian Bond  
Cllrs Charles Gomm  
Peter Snelling  
Garth Mackey

Apologies: Cllr Eddie Perry

Substitutes: Cllr Mark Versallion

Members in Attendance: Cllrs Richard Wenham  
Eugene Ghent  
Carole Hegley  
Susan Goodchild

Officers in Attendance: Tim Hoyle  
Assistant Director Strategic Commissioning  
Charles Warboys  
Director of Resources  
Vikki Chapman  
Assistant Director People  
Debbie Crawford  
Head of Academy  
Georgina Stanton  
Assistant Director Service Development  
Sarah Hughes  
Community Engagement Manager

Other in Attendance John Knight  
CIPFA C.Co

Public 1

1. Minutes

RESOLVED that the Minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee held on 25 July 2019 be confirmed and signed by the Chairman as a correct record.

2. Members’ Interests

None.
3. **Chair’s announcements**

   The Chairman welcomed Members of Social Care Health and Housing OSC to the meeting who had attended for the Trading Entity for Social Care Services item.

4. **Petitions**

   None.

5. **Requested Items**

   None.

6. **Call-ins**

   None.

7. **Requested Items**

   None.

8. **Executive Members' Update**

   The Deputy Leader and Executive Member for Corporate Resources updated the Committee on matters pertaining to his portfolio that included:
   - That work to review and update the Revenues and Benefits Customer portal had been completed. Improvements included public accessibility to new benefit claim forms.
   - That the new finance system S4HANA had been successfully launched at the beginning of September. Members would in future receive electronic pay slips and submit electronic expenses claims.
   - The Finance Team were thanked for the timely completion of the Audit within the Government’s timescale.
   - Action to address the shortage of legal staff who deal with planning matters was in hand.
   - Steps to address the shortage of audit personnel which had caused many authorities to miss the government deadline would be taken.

   In light of the update, Members discussed:
   - What training would be put in place for Members to learn the new S4HANA system. In response the Executive Member advised a small group of Members would trial the system before it was rolled out to all Members with instructions on its use. A number of Members advised they were unable to access the F5 portal to be able to access the new system. The Director of Community Services agreed to investigate the issues.
   - Why some declarations of Members’ interests had not been uploaded on the Council’s Website? The Director of Resources would look to resolve this matter.
The Executive Member for Assets and Housing Delivery updated the Committee on developments within his portfolio:

- That Dunstable Library had been successfully demolished.
- That the Stratton Business Park development would be completed in 2020.
- An event to update tenant farmers was scheduled.

10. Trading Entity for Social Care Services

The Assistant Director Strategic Commissioning introduced a report that updated the Committee on progress to develop a business case to establish a trading entity for social care services. The proposals would tie in with the Council’s ambition to replace outdated care homes, develop extra care independent living for older people and transform day services. The aim was that residents would have access to quality care at a reasonable cost and without destabilising the local care market.

In light of the report, Members discussed the following issues in summary:-

- Were Central Bedfordshire residents well served with care facilities? In response the Assistant Director advised it was a complicated assessment because the market was made up of social care and self-funders. An assessment undertaken three years ago indicated that there was over-capacity in some areas of Central Bedfordshire and under-capacity in others. However, it is expected that care home demand across Central Bedfordshire will exceed supply by 2024-25 so new capacity will need to be planned ahead of this. This analysis is currently being updated and will be shared with members when completed. The current version, available on the Council’s website, would be shared with the Committee.

- A Member indicated his disappointment that the business case was not available, however, welcomed the initiative and questioned whether other care market providers were aware of our proposal. In response the Assistant Director advised that the Council had worked in an open and transparent way with care providers. The Council had a good working relationship with care home providers and was already a part of the market itself. Broad intentions have been shared with the care market and the feedback and actions of providers have been used to inform the proposals, although the details have not been shared at this stage.

- Whether it was prudent for the Council not to offer a Local Government pension scheme in its proposals? In response the Assistant Director advised that the proposals to the Executive were that a proportion of the forecast savings in pension costs could be used to provide a more flexible rewards package that would aid the recruitment and retention of staff.

- Whether a significant change in legislation would affect the business case? Members were assured that whilst this is possible the Council would aim to remain flexible and respond to any legislative changes.

The Programme Director, CIPFA C.Co delivered a presentation that set out the background to C.Co, a subsidiary company of CIPFA. The Director gave an overview of current trading companies that delivered social care service and had various levels of success. In summary the Programme Director was confident that the Council had a
clear purpose and, with the right people to run it, would deliver and achieve good quality social care services.

In light of the presentation a Member asked if the Council would receive a dividend or would any surplus be reinvested back into the Company? The Director advised that a business plan for the Company would set expectations in terms of how any surplus would be used. Once in operation this would be decided by the board of directors and CEO but the Company would remain wholly controlled by the Council.

In conclusion the Committee was reassured and welcomed the proposals that were based on sound thinking.

**RECOMMENDED**

a. The Committee was reassured the proposed social care company was based on sound thinking, recognised its ambition to fill a gap in the market and considered that the Company would strengthen the Council’s ability to deliver quality social care services to residents.

b. That the Committee be advised when the Executive report, including the business case, was available.

11. **Central Bedfordshire Academy**

The Head of the Academy delivered a presentation that set out the Academy model used in Children’s Services to recruit and retain Children’s social workers. The scheme was introduced in 2014 and vacancy rates had reduced from 52% to 7% in August 2019. Following the success of the Children’s Services model, Planning, Housing and Adult Social Care Services had also adopted the Academy model and there were plans to expand the model into other directorates.

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

- Whether it was possible to tie in apprenticeship trainees for a two year period. In response the Assistant Director, People advised it was not possible to impose this restriction on apprentices.
- Was the Academy model shared with neighbouring authorities? In response the Assistant Director reported there had been keen interest in the model and support had been given.

**NOTED** the update and that the Committee wished to be informed on the success of the Planning model at a future meeting.

12. **Medium Term Financial Plan 2020/21 to 2023/24**

The Director of Resources introduced the Medium Term Financial Plan 2020/21 to 2023/24 that followed in the Council’s approach of previous years. The process would entail a review of the pressures and requirements for more funding in each Directorate and whilst seeking efficiencies to bridge the funding gap, officers would balance this to ensure quality of services were maintained.
Members’ attention was drawn to the changes and adjustments that were required as well as the known financial pressures with the Revenue Budget that included ambitious targets for retained business rates.

The Council remained ambitious with plans for the Capital Programme compared to Local Authorities nationally. The Housing Revenue Account continued to perform well and had a strong direction of travel.

In light of the report, Members discussed the following in summary:

- What modelling was being done in relation to NNDR? In response the Director of Resources advised that a joint directorate approach with Regeneration and Business and Revenues and Benefits services around a new model for businesses, both current, and those the Council wished to attract to the area. The new business rate forecast has led to some proposed increases.
- What were the services that residents might contribute towards? In response the Director of Resources advised these related to Adult Social Care costs.
- In respect of the Adult Social Care budget 2018/19, there had been a ‘structured’ approach to this budget overspend that had been mitigated by funding received by the Council and help from Reserves. The Director advised the overspend had been caused by the cost of care packages and the complexity of care need. With the early publication of the Spending Review by the Government, a new option had been announced for Councils to implement a precept of 2% through Council Tax should this approach be agreed. The proposal for an Adult Social Care trading company would also help to address structural funding and to maintain a balance.
- Whether there were proposals to ring fence innovation monies. Members were advised this had been a one off expenditure and it was unlikely that the Council would be in a position to do this again.

In conclusion the Committee endorsed the approach agreed by Executive to meet the financial challenges of the Medium Term Financial Plan.

**RECOMMENDED** that full support be given for the formal budget setting framework.

13. Fees and Charges 2020/21 (Excluding Social Care Health and Housing)

The Director of Resources introduced a report that set out the proposed fees and charges for 2020/21, excluding SCHH. In general, the charges had been increased in line with the September consumer price index of 2%. Where charges had not covered costs, then an appropriate charge had been set to achieve this. A new modelling feature had been included in the report that set out three pricing models.

In light of the report, Members discussed the following in summary:

- Where consideration had been given to the provision of free car parking in town centres in order to attract shoppers to our towns. It was possible to extract data from car parking meters to analyse the volume and time. However, evidence in the past suggested free parking had not had any impact.
- Had the Council considered waiving charges for bulky waste in order to alleviate the problem of fly tipping in the area? In response the Director advised this would be a decision for the Executive.
• Whether the charges were sustainable in respect of room hire fees at Houghton Hall Park in Houghton Regis. The Director of Community Services advised with the loss of the Heritage Lottery Fund Grant, review of the operating model for the centre was underway to ensure the centre remained viable.

RECOMMENDED to the Executive:-
1. That the Fees and Charges 2020 report be fully endorsed.
2. That consideration be given to provide bulky waste collections on a free of charge basis to residents in order to curtail the instances of fly tipping.

14. Q1 Budget Monitoring Reports

The Committee considered the Q1 Revenue Budget monitoring report presented by the Director of Resources. The Budget forecast a £600,000 underspend and had seen cost pressures in Fostering and Adoption service amongst others in Children's Services and Adult Social Care.

In light of the report, Members discussed the following in summary:-
• Commended the purchase of transitional properties for the Homeless that had reduced the need for Bed and Breakfast accommodation and had achieved immediate savings for the Council.
• That the addition of agency staff within the Community Transport team was required to cover staff sickness and to ensure residents and children could be transported to day centres and schools.
• The current underspend in the Community Safety budget. The Director of Community Services advised the underspend was due to the staff recruitment processes that would be resolved shortly.

The Committee noted the Capital and HRA budgets were performing very well and there was a slight underspend reported for Q1.

NOTED the update.

15. Voluntary and Community Sector Review – Phase 2

The Assistant Director Service Development delivered a presentation that set out the approach to the second phase of the Voluntary and Community Sector Review to be led by an independent resource. The Deputy Leader and Executive Member for Corporate Resources would oversee the process to look strategically at the whole voluntary and community system with the support of two Executive Members and two Overview and Scrutiny representatives.

The Committee supported the framework of the review and Cllrs Duckett and Bond volunteered to serve on the Executive Working Group.

RECOMMENDED that Cllrs Duckett and Bond be proposed to join the Working Group and an update be presented to a future meeting.
16. CR OSC 2019/20 Work Programme and Executive Forward Plan

The Committee considered the current Work Programme and Executive Forward Plan. The Work Programme was approved subject to the following additions:

- Voluntary and Community Sector Review – update to be confirmed
- Climate Change Governance Arrangements – March 2020

AGREED the CR OSC 2019/20 Work Programme be approved.

Chair .........................................................

Dated .........................................................
3. Members' Interests

To receive from Members any declarations of interest.
4. Chair's Announcements

To receive any matters of communication from the Chair.
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. The following options are available to the Committee:-

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3.3.2 - To request the officers to prepare a report for the next meeting; or

3.3.3 - To set up a task and finish group to investigate and report back to the Committee; or

3.3.4 - To make recommendations to the Executive or Council, as appropriate; or

3.3.5 - To decide to take no further action upon the request, for stated reasons.’
Item 8  Requested Items submitted by Cllr Tracey Wye

1. When meetings were on Moderngov.co.uk agendas, items and appendices were laid out in a clear way, and the clickable links to information were kept online.
   We now have a situation where everything needs to be downloaded to your device as a .pdf which is onerous and would prevent anyone using a work computer, or some smart phones, from accessing the information.
   This is an important point when it comes to encouraging public engagement in what we do here, especially as the public is paying for it.
   Convene works well for councillors, and presumably officers, but it has meant the public website is now clunky and annoying.

   **Would propose responsible officers present at committee to discuss when the CBC committee webpages will be moved to a more user-friendly format?**

2. Councillor attendance data on CBC website has also changed format. It used to show exactly which meetings councillors attended over any specified period, but now it just shows a list for the last six months. This means it is no longer possible to see how many they *should* have attended.
   I believe if we are to maintain trust we need to be clear and open about the work we are doing.

   **Would propose responsible officers present at committee to explain when the website will show a tally of expected attendance, apologies and actual attendance of meetings for all councillors.**
Reports
9. Executive Members' Update

To receive a brief verbal update from:-
- The Deputy Leader and Executive Member for Corporate Resources
- The Executive Member for Assets and Housing Delivery
- The Executive Member for Health, Wellbeing and Communities
- The Executive Member for Transformation and External Relations
10. Local Council Tax Support Scheme 2020-21

The purpose of the report is for the Committee to review and comment on the Council’s draft Local Council Tax Support Scheme for 2020/21.
Purpose of this report

The purpose of the report is for the Committee to review and comment on the Council’s draft Local Council Tax Support Scheme for 2020/21.

RECOMMENDATIONS

The Committee is asked to:

1. Review and comment on the draft Local Council Tax Support Scheme for 2020/21

2. Make any recommendations to Executive from this review

Background

1. The Welfare Reform Act 2012 abolished Council Tax Benefit (CTB). Under the Local Government Finance Act 2012 local authorities had to design their own Local Council Tax Support scheme (LCTS) for working age customers and administer the national Council Tax Support scheme for pensioners. There were certain limitations on what local authorities could include in the schemes, for example, pensioners were protected.

2. Using the reduced money available, local authorities were required to design, consult upon and implement their own local scheme to replace the previous national scheme. However, despite the then 10% cut in the total funding, the Government required local authorities to protect claimants of pension age (approximately 43% of CBC claimants)
3. In January 2019 Council approved a Local Council Tax Support scheme for Central Bedfordshire for the financial year 2019/20. The scheme remained the same as that for 2018/19 and mirrored the previous entitlement under the old Council Tax Benefit scheme for all claimants except for:
- All working age claimants who do not fall into one of our vulnerable groups, shown below, are required to make a 25% payment of their council tax liability.

**Vulnerable groups:**
- Claimants receiving any of the disability premiums or a Disabled Earnings Disregard
- Claimants receiving a Disabled Person’s Reduction for council tax purposes
- Claimants receiving War Disablement Pension or War Widows Pension
- Single claimants receiving Carer’s Allowance or receiving Carer’s Allowance and have a partner who is also receiving Carer’s Allowance
- Lone parent claimants with a child under the age of 5

The qualifying benefits for Local Council Tax Support protection are:
- Attendance Allowance
- Constant Attendance Allowance
- Disability Living Allowance
- Personal Independence Payment
- Long Term Incapacity Benefit
- Severe Disablement Allowance
- The Support component of Employment & Support Allowance
- A Disabled Worker element within Working Tax Credit
- A Disabled Child element within Child Tax Credit
- The Mobility Supplement of a War Pension

- The removal of the Second Adult Rebate
- The rate of non-dependent deductions increased

Pensioners have not seen any change to the support they receive.

4. The intention of the Central Bedfordshire Council scheme was to reduce the amount of LCTS discount awarded from that paid under the previous CTB scheme to take into account the reduction in funding from Central Government. The current scheme ensures that every council taxpayer pays at least 25% of their council tax bill unless they are a pensioner, or they fall within one of our protected groups of claimants.

5. The current legislation states that Local Council Tax Support schemes must be reviewed by Members each financial year and approved by full Council no later than 11 March preceding the start of the new financial year.

6. If there are changes to the current scheme, legislation states that these changes must be consulted upon. Minor changes such as inflationary uprating of premiums and applicable amounts are exempt from this consultation process.

**The National Picture**

7. From April 2018, only 36 councils (out of 326) are continuing to provide the levels of support available under the former CTB system, down from 58 in April 2013.
8. The most common change that local authorities have made from the former CTB system has been to introduce a “minimum payment” which requires everyone to pay at least some council tax regardless of income. From April 2018, 264 schemes include a minimum payment, the same number as in April 2017 but up from 229 in April 2013.

9. Along with a minimum payment, councils can make other changes to LCTS. The graph below shows the number of councils that have introduced a particular change. Some local authorities introduced more than one new measure (for example reducing the second adult rebate and introducing a band cap), so councils may be counted more than once.

10. 217 councils have reduced or removed the second adult rebate (the benefit homeowners not on a low income are entitled to if they share their home with someone on a low income), 3 more than the previous year, April 2016, and 40 more than April 2013.

11. For each of the following changes, Central Bedfordshire Council has only introduced the minimum payment criteria highlighted at paragraph 16 below.

12. 110 councils have introduced a band cap which involves limiting the amount of benefit received in higher value properties to the amount provided to those in lower value properties, 10 more than the previous year and 41 more than in April 2013. The most common cap applied a Band D.

13. 104 councils have lowered the maximum savings limit (the savings limit over which one is no longer eligible for CTB), six more than the previous year and 41 more than in April 2013. Most reduced the threshold to £6,000.
14. 70 councils have introduced a minimum LCTS entitlement, 13 more than in April 2013. A minimum LCTS entitlement of £5 per week would mean that claimants entitled to less than this would receive nothing.

15. 27 councils increased the income taper (the amount by which support is withdrawn as income increases) from the CTB rate of 20p per £1. There are now around five councils who use income bands instead of income tapers.

16. The most common change that local authorities made from the former CTB system was to introduce a “minimum payment” which requires everyone to pay at least some council tax regardless of income. From April 2014, 245 schemes included a minimum payment, 16 more than in April 2013. In April 2015, this number increased to 250, in April 2016 it reached 259, in April 2017 it reached 264 and in April 2018 it remained the same as 2017.

17. A minimum payment can be administered in a range of ways. Most local authorities with a minimum payment require all residents to pay a proportion of their council tax, and they are only entitled to council tax support for the remaining share. In CBC a non-protected resident must pay 25% of their council tax liability but can apply for LCTS to help pay the remaining 75%.

18. The size of this minimum payment varies by area; in 45 councils it is less than 10% of council tax liability and 136 councils it is 20% or more but less than 30%. For 23 councils it is 30% or more.

The graph below shows the number of councils by the level of minimum payment:

19. There has been a large and steady drop in the number of councils with smaller minimum payments levels (of 10% or less); from 113 in April 2013 to 45 in April 2018.

20. The number of councils with a minimum payment of between 10% and 20% has remained the same at 60 in April 2018 compared with the previous year, but up from 23 in April 2013.
21. 20% to 30% is the most common minimum payment, with 136 councils choosing this level in April 2018, up from 86 in April 2013.

22. The number of councils with a minimum payment of 30% or more has gone up to 23. This is up from 19 the previous year, and 8 in April 2013.

Impact of the Local Council Tax Support Scheme on Collection Rates

23. Central Bedfordshire Council collection performance for 2018/19 improved slightly compared to the previous financial year. An in-year council tax collection rate of 97.98% was achieved which was a 0.03% improvement on 2017/18 levels. This was the second best level of collection since the Council was formed in 2009.

24. The average collection rates for unitary authorities in 2018/19 were 96.8%, a reduction of 0.1% compared to 2017/18, and for all councils 97.1% in 2018/19. Central Bedfordshire Council therefore performed better than average on both measures.

The Current Central Bedfordshire Scheme

25. Since the introduction of LCTS the number of Central Bedfordshire claimants receiving LCTS has dropped by 26% or 4,598 claimants, from 17,667 in April 2013 to 13,069 in October 2019.

26. The caseload can be separated into three distinct categories of claimants, Pensioners, Protected working age claimants and Non-Protected working age claimants who are required to pay a minimum of 25% of their council tax liability.

27. The charts below illustrate how the number of claimants in these three categories has changed since the LCTS scheme was introduced.
28. The number of pensioner claimants has reduced by 1,831 cases or 25%, working age exempt (protected) claims have increased by 580 cases or 14% and working age not exempt (required to pay 25%) have reduced by 2,736 or 50%.

29. The overall reduction in claimants can in the main be attributed to the improved economic climate although this does not explain the increase in the working age exempt cases. Several other Councils in our benchmarking group have seen similar increases in their exempt cases, but there are no hard facts available to explain the increase.
The proposed scheme for 2020/21

30. It is proposed that the current scheme be readopted for 2020/21 with no changes.

Reason/s for decision

31. So that Full Council can endorse the Central Bedfordshire Council Local Council Tax Support scheme. If the scheme is not approved by 11 March 2020, the Council will have to award Local Council Tax Support in accordance with the Government’s default scheme which will result in the cost of the scheme significantly exceeding that of the Local Council Tax Support scheme.

Council Priorities

32. By protecting vulnerable and elderly people as well as providing incentives to work, the proposed Local Council Tax Support scheme is designed to support the Council’s priority of protecting the vulnerable and improving wellbeing.

Corporate Implications

33. Risk Management – The transfer from Council Tax Benefit to localised Council Tax Support means the impact of increased demand and cost will be a risk for all preceptors.

34. The Council and its precepting partners, the Police and Fire authorities, will need to monitor closely the local social and economic changes and ensure there is consideration of the impact of possible shortfalls in funding.

Legal Implications

35. The Local Government Finance Act 1992 (as amended) and the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 (as amended) states that for each financial year, Councils must consider whether to revise their Local Council Tax Support scheme or replace it with another scheme and that such decisions need to be made by 11 March in the financial year preceding that for which the revision or replacement scheme is to take effect. If the Council does not make a Council Tax Support scheme by 11 March 2020, a default scheme will be imposed on the Council which will be effective from April 2020.

Financial and Risk Implications

36. The gross Local Council Tax Support discount awarded within Central Bedfordshire in 2019/20 is presently £13,635,789 on an annualised basis, which is a 1% decrease on the same period last year.
37. The Council’s Medium-Term Financial Plan assumes that the current scheme will continue with no additional savings planned to be met by scheme changes in 2020/21.

**Equalities Implications**

38. Public authorities have a statutory duty to advance equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of the nine protected characteristics; age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

39. A full equality assessment was conducted as part of the approval process for the 2013/14 Local Council Tax Support scheme to ensure that due regard was given to the impact of the scheme on the Council’s residents, particularly those who are vulnerable and hard to reach.

**Conclusion and next Steps**

40. Agreement is being sought to keep the Local Council Tax Support scheme unchanged for 2020/21.

**Appendices**

None

**Background Papers**

None

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**Report author(s): Gary Muskett**

Head of Revenues & Benefits

gary.muskett@centralbedfordshire.gov.uk
11. Quarter 1 Performance Report 2019-20

To receive Quarter 1 2019/20 performance for Central Bedfordshire Council's Medium Term Plan (MTP) indicator set.
2019/20 Q1 Performance Report

Report of Cllr Richard Wenham, Executive Member for Corporate Resources (Richard.Wenham@centralbedfordshire.gov.uk)

Advising Officer: Jackie Woods, Head of Knowledge and Insight (jackie.Woods@centralbedfordshire.gov.uk)

Purpose of this report


RECOMMENDATIONS

The Committee is asked to:

1. Note performance against the indicators currently being used to help support the monitoring of progress against the Medium Term Plan priorities, and
   • to ask officers for further information about performance against an indicator/s and/or
   • to ask officers to provide additional detail to relevant OSCs for further consideration of performance and/or
   • suggest further action for Executive as appropriate.

Issues

1. In summary, performance for Quarter 1 2019/20 is shown as ten measures reporting as green (on or above target), six amber and six red.

2. New data is reported for the following measures (note that some information is reported in arrears):
   
   • **Enhancing Central Bedfordshire**
     - People in employment aged 16 to 64 (% above national average)
     - New Homes Completions
     - Town Centre Vacancy Rates
   
   • **Delivering Great Resident Services**
     - Kg/household of black bin waste
     - Leisure facility usage rates
- **Improving Education and Skills**
  - % of schools rated Good or Outstanding

- **Protecting the Vulnerable; improving well-being**
  - Children’s Safeguarding - Referrals as a percentage of the child population
  - Percentage of referrals of children leading to the provision of a social care service
  - % of care leavers at age 17-21 who are engaged in education, training or employment
  - Proportion of adults subject to a safeguarding enquiry of those known to adult social care
  - Total non-elective admissions in to hospital (general & acute), all-age, per 100,000 population
  - Average age of customers admitted to a residential care home (65+)
  - Delivery of new dwellings suitable for older people

- **A more efficient and responsive Council**
  - Time taken to process Housing Benefit, Council Tax Benefit, new claims & change events
  - Call wait times average
  - Number of web visitors

- **Creating stronger communities**
  - Number of volunteers engaged within the community (currently the village care schemes)
  - Number of customers supported within the community (currently by the village care schemes)

3. Measures with new data that are showing as red or with a negative Direction of Travel (DoT) against target are:
   - Town Centre Vacancy Rates
   - Leisure facility usage rates
   - Children’s Safeguarding - Referrals as a percentage of the child population
   - % of care leavers at age 17-21 who are engaged in education, training or employment
   - Total non-elective admissions in to hospital (general & acute), all-age, per 100,000 population
   - Time taken to process Housing Benefit, Council Tax Benefit, new claims & change events

4. See Appendix A, report to Executive for further detail.

and is available to anyone. The information on this site will be updated following each Executive meeting at which performance is reported.

Council Priorities

6. See Appendix A.

Corporate Implications

7. See Appendix A.

Appendices

Appendix A: Executive Report - 2019/20 Quarter 1 Performance Report

Background Papers

None
Central Bedfordshire Council

EXECUTIVE 8 October 2019

2019/20 Quarter 1 Performance Report

Report of Cllr Richard Wenham, Deputy Leader and Executive Member for Corporate Resources (richard.wenham@centralbedfordshire.gov.uk)

Advising Officer: Charles Warboys, Director of Resources (Charles.Warboys@centralbedfordshire.gov.uk)

This report relates to a Key Decision

Purpose of this report

1. To report Quarter 1 2019/20 performance for Central Bedfordshire Council’s Medium Term Plan (MTP) indicator set.

RECOMMENDATIONS

The Executive is asked to:

- note performance against the indicators currently being used to help support the monitoring of progress against the Medium Term Plan priorities, and to ask officers to further investigate and resolve underperforming indicators as appropriate.

2. Since the Council was created in 2009, it has endeavoured to strengthen Central Bedfordshire as a great place to live and work. This means delivering great value and services to residents, making sure that both businesses and individuals have great prospects for the future, in terms of education, skills and employment, and enhancing Central Bedfordshire as a place.

3. In 2015, the Council updated its plans for delivering its ambitions. This culminated in The Five Year Plan 2015-2020 being adopted by Council in November 2015, based on six key priorities:

- Enhancing Central Bedfordshire
- Delivering Great Resident Services
- Improving Education and Skills
- Protecting the Vulnerable; Improving Well-being
- A More Efficient and Responsive Council
- Creating Stronger Communities

4. This report represents the Quarter 1 2019/20 view of the Council’s suite of key indicators, which are reported together with the previous year’s performance.
5. Performance data and additional commentary is also available through the Central Bedfordshire Performance Portal at: http://centralbedfordshireperformance.inphase.com

Quarter 1 2019/20 Summary

6. The Council has identified 46 key performance indicators, four of which are in development.

7. Data on these indicators is collected at a variety of intervals (some annually, others on a quarterly or monthly basis) and in each case the most recent available data is included.

8. The appendix to this report includes the latest available data for all indicators.

9. Where specific targets have been agreed for key indicators, the performance is highlighted by direction of travel arrows, which show if things have improved or deteriorated.

10. Additionally, performance is highlighted by a Red/Amber/Green system where targets have been set, with green symbolising a positive position and red symbolising a negative position.

11. Some data is subject to future revisions.

Overall Performance Against Targets and Direction of Travel

Quarter 4 2018/19 to Quarter 1 2019/20

12. Of those measures that currently have targets set:
   - 10 are reporting as green
   - 6 are reporting as amber
   - 6 are reporting as red

   This compares to reporting in Quarter 4 2018/19 of:
   - 9 reported as green
   - 8 reported as amber
   - 5 reported as red

13. Of those measures that currently have a Direction of Travel (DoT) set:
   - 14 are reporting DoT in a positive direction
   - 3 are reporting DoT as neither positive nor negative
   - 20 are reporting DoT in a negative direction

   This compares to reporting in Quarter 4 2018/19 of:
   - 17 were reporting DoT in a positive direction
   - 3 were reporting DoT as neither positive nor negative
   - 17 were reporting DoT in a negative direction
14. Quarter 1 2019/20 saw a slight rise in the number of measures reporting as Green from nine to ten when compared with Quarter 4 2018/19. At the same time, Amber decreased from eight to six, whilst measures reporting as Red increased from five to six.

15. Since Quarter 4 2018/19, the net movement is negative with three fewer measures reporting DoT in a ‘positive’ direction and three more reporting in a ‘negative’ direction. Measures reporting as neither positive nor negative remains the same number (three).

Commentary is provided later in this report to explain performance for measures reporting new data.

Charts illustrating quarterly comparison of performance

16. Annual comparisons of performance provide a longer view of progress and remove seasonal variations.

17. Comparing back to Quarter 1 2018/19, the number of indicators reporting as Green remains the same at ten, whilst the indicators reporting as Amber decreased from seven to six. At the same time the number of indicators reporting as Red also remained the same at six. One measure that reported a target in Quarter 1 2018/19 has no target assigned for Quarter 1 2019/20. Commentary is provided later in this report to explain performance for measures reporting new data.

18. Comparing back to Quarter 1 2018/19, four fewer measures are reporting a DoT in a ‘positive’ direction with five more reporting in a ‘negative’ direction. One additional measure is now reporting a DoT. Commentary is provided later in this report to explain performance against Direction of Travel.

Charts illustrating annual comparison of performance
Specific Performance Reporting on Indicators with New Data

Enhancing Central Bedfordshire

19. **People in employment aged 16 to 64 (% above national average)**
   **Target:** 5% above national average
   The Central Bedfordshire employment rate for 16-64 year olds was 81.9% in December 2018. This is 0.4 percentage points higher than the revised rate for September and is 6.5 percentage points above rate for England (1.5 percentage points above target).

20. **New Homes Completions.**
   **Target:** 1,600 by end March 2019
   April to June saw an additional 749 new homes completed in Central Bedfordshire. This is the highest total recorded for a single quarter in Central Bedfordshire. There are also an additional 1,267 homes under construction.

21. **Town Centre Vacancy Rates.**
   **No Target**
   7.5% of Central Bedfordshire’s town centre units are vacant. This is an increase from the 5.36% reported in February 2019. There are 4 vacant units in Ampthill (-1), 1 in Arlesey (+1), 16 in Biggleswade (+12), 29 in Dunstable (+3), 2 in Flitwick (+1), 11 in Leighton Buzzard (+3), 4 in Sandy and 2 (+1) in Shefford. Houghton Regis and Stotfold do not have any vacant retail units. This increase in vacant units reflects the national trend as the Retail Gazette reported in August 2019 that the number of empty retail units in town centres across the UK has reached the highest levels in four years. The Council will continue to support businesses through the use of our own assets and packages of support. The most notable increase was in Biggleswade, with a number of traditional public house closures as a result of the popularity of Weatherspoons and other ‘fashionable’ bars and restaurants.

Delivering Great Residents Services

22. **Kg/household of black bin waste**
   **Target:** 143 kg
   The latest data reported for the period January to March 2019 shows each household produced an average of 135 kg of black bin waste. Waste Data Flow (the web based system for municipal waste data reporting by UK Local Authorities to Government) have increased the property base within the system from 116,810 in 2017/18 to 118,310 for 2018/19, thus reducing the KG per household which has resulted in the overall annual outturn for 2018/19 being lower than previously indicated. The new waste collection contract for the Council (from Feb 20 onwards) will see food waste collection introduced in the south and bins for green waste offered to residents in the north over summer 2020. A large scale communications campaign will engage residents and encourage them to recycle as much as possible. In the meantime, a review of Household Waste Recycling Centres (HWRC) policy is also being considered including measures to reduce residual waste at the sites. Residual collected at HWRCs is now being split out so black bag material is sent for recovery rather than landfill and this should see an improvement in this indicator going forward.
23. **Leisure facility usage rates**  
**Target: 505,056 visitors**  
Overall the leisure centres have been performing well in participation across the facilities, although, during this most recent quarter (April to June 2019) some of the centre usage has gone down. Flitwick is slightly below previous usage but has shown an increase since the new immersive spin studio was opened. Tiddenfoot leisure centre has also seen a decline in participation. Stevenage Leisure Limited are currently investigating the reasons for the decline to ensure measures can be put into place to address any short falls.

**Improving Education and Skills**

24. **% of schools rated Good or Outstanding**  
**Target: 90%**  
Performance as at the end of June 2019 has increased slightly to 89%. Advisors continue to work with all schools of concern, which includes all schools graded less than ‘good’ to improve their overall performance and therefore inspection outcomes when they are next inspected. Advisors have also successfully supported schools to retain good and outstanding grades. A new Ofsted framework comes into force in September, which has very different expectations to previously and may impact on future comparison data.

**Protecting the Vulnerable; Improving Wellbeing**

25. **Children’s Safeguarding - Referrals as a percentage of the child population.**  
**No Target**  
The number of Referrals has shown a slight rise this year compared to last year but remains relatively low and stable.

26. **Percentage of referrals of children leading to the provision of a social care service.**  
**Target: 99.7%**  
The excellent performance this quarter reflects the impact of Early Help in reducing the number of Referrals to Social Care, and the prompt delivery of Service to those Children most in need.

27. **% of care leavers at age 17-21 who are engaged in education, training or employment.**  
**Target: 67%**  
Due to this indicator being cumulative through the year the first quarter performance is particularly suspect to the vagaries of relatively small numbers at this stage of the year. However, the complexity of needs for some Care Leavers are lengthening the time taken to successfully engage.

28. **Proportion of adults subject to a safeguarding enquiry of those known to adult social care.**  
**No Target**  
As at June 2019, of the 7,011 adults known to Adult Social Care, 236 people were subject to a safeguarding enquiry. This is a slight increase on the previous quarter (January to March).
29. **Total non-elective admissions in to hospital (general & acute), all-age, per 100,000 population.**
   **Target: 2,430 per 100,000 population**
   Performance from January 2019 to March 2019 did not meet the target of 2,430 per 100,000 at 3,551. For Central Bedfordshire as an authority without an acute trust within its boundary, the monitoring of non-elective admissions is challenging, as residents travel to a number of different hospitals out of area. A remote monitoring system has gone live within a number of Central Bedfordshire care homes. This and other initiatives, including complex care support, are helping to reduce the number of avoidable callouts and subsequent admissions from care homes. In addition, a number of care homes have begun using gait analysis tools to assess individual resident fall risks and help reduce the likelihood of falls.

30. **Average age of customers admitted to a residential care home (65+).**
   **No Target**
   The average age of admissions to residential care from April to June 2019 was 85.9, a slight increase on the previous quarter (84.1 in January to March).

31. **Delivery of new dwellings suitable for older people.**
   **No Target:**
   No additional dwellings were completed between January and March 2019. Work has started on site on Houghton Regis Central (now named All Saints View) to deliver a 168 apartment scheme for older people.

### A More Efficient and Responsive Council

32. **Time taken to process Housing Benefit, new claims & change events.**
   **Target: 16 days**
   The benefits speed of processing for April to June 2019 was 18.6 days against a target of 16 days. This was an improvement of over 2 days in the overall time taken to process benefits compared to the same period in 2018/19.

33. **Call wait times average (seconds).**
   **Target: 180 seconds**
   Performance continues to remain good at an average of 47.3 seconds this quarter (April to June 2019). This is due to the developments of Interactive Voice Response (IVR) delivered earlier in the year.

34. **Number of web visitors.**
   **No Target**
   Web visitors from April to June 2019 were up by 33% compared to the same period in 2018. The general trend we are seeing is increased visitor numbers across the whole site. However, the figures for this quarter are particularly high due to customers looking at election information/results in May 2019.
Creating Stronger Communities

35. **Number of volunteers engaged within the community (currently the village care schemes).**
   **Target:** 932 volunteers
   There has been an increase from 932 to 950 in the number of volunteers involved in Good Neighbour Schemes between January and March 2019. The number of Good Neighbour Schemes established and operating is not likely to increase in the immediate future as most communities have a scheme. The focus for the future is maintaining support to existing schemes and to encourage them to take on a greater diversity of tasks, linking to social prescribing and other networks.

36. **Number of customers supported within the community (currently by the village care schemes).**
   **Target:** 917 customers
   There has been an increase of 5% in the total number of customers requesting support between January and March 2019, from 917 to 963. The increase is thought to have been the result of the unseasonably fine weather encouraging residents to request social transport or tackle outdoor jobs coupled with Christmas and New Year festive events raising the profile of the good neighbour schemes resulting in people feeling more confident contacting the volunteers after having met them at these events.

Council Priorities

37. The measures selected for the reporting of performance reflect the Council’s priorities. Measures are reported under the headings in Central Bedfordshire Council’s Five Year Plan.

Corporate Implications

Legal Implications

38. None directly, however any areas of ongoing underperformance would reflect a risk to both service delivery and the reputation of the Council.

Financial Implications

39. None directly, although the Medium Term Plan indicator set provides a view of the value for money delivered by the Council.

Equalities Implications

40. This report highlights performance against a range of indicators which measure how the Council is delivering against its Medium Term Plan priorities. It identifies specific areas of underperformance which can be highlighted for further analysis. Whilst many of the indicators deal with information important in assessing equality, it is reported at the headline level in this report.
41. To meet the Council’s stated intention of tackling inequalities and delivering services so that people whose circumstances make them vulnerable are not disadvantaged, performance data for indicators in this set is supported by more detailed performance data analysis at the service level and this is used to support the completion of equality impact assessments. These impact assessments provide information on the underlying patterns and trends for different sections of the community and identify areas where further action is required to improve outcomes for vulnerable groups.

Public Health
42. The Medium Term Plan indicator set includes measures on premature deaths and use of leisure centres.

Sustainability
43. A broad range of indicators relating to sustainability including those covering employment, library usage, active recreation and waste are included in the Medium Term Plan indicator set.

Community Safety
44. The measures included cover perception of safety both during the day and at night.

Risk Management
45. Effective monitoring of performance indicators mitigates the risk of failing to deliver the Council’s priorities, reputational risks and the risk of failing to deliver statutory responsibilities.

Appendix

Appendix 1
Appendix 1

1. Arrows in the scorecard show the performance ‘direction of travel’ and the RAG symbols show whether or not agreed targets are being met.
## Enhancing Central Bedfordshire

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Performance will be reported</th>
<th>Last Reported</th>
<th>Latest Data</th>
<th>DoT</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Central Bedfordshire residents satisfied with the local area as a place to live</td>
<td>Resident's Survey</td>
<td>Sep 18</td>
<td>87%</td>
<td></td>
<td>★</td>
</tr>
<tr>
<td>% feel safe when outside in their local area during the day</td>
<td>Resident's Survey</td>
<td>Sep 18</td>
<td>94%</td>
<td></td>
<td>★</td>
</tr>
<tr>
<td>% feel safe when outside in their local area after dark</td>
<td>Resident's Survey</td>
<td>Sep 18</td>
<td>72%</td>
<td></td>
<td>n/a</td>
</tr>
<tr>
<td>Number of new jobs</td>
<td>Annual (Dec)</td>
<td>Dec 17</td>
<td>-3,103</td>
<td></td>
<td>★</td>
</tr>
<tr>
<td>People in employment aged 16 to 64 (% above national average)</td>
<td>Quarterly</td>
<td>Dec 18</td>
<td>6.5%</td>
<td></td>
<td>★</td>
</tr>
<tr>
<td>Average Earnings for Workers</td>
<td>Annual (April)</td>
<td>Apr 18</td>
<td>£546.1</td>
<td></td>
<td>n/a</td>
</tr>
<tr>
<td>New Homes completions (cumulative)</td>
<td>Quarterly</td>
<td>Jun 19</td>
<td>749</td>
<td></td>
<td>★</td>
</tr>
<tr>
<td>Town Centre Vacancy Rates</td>
<td>Quarterly (Feb, May, Aug, Nov)</td>
<td>May 19</td>
<td>7.5%</td>
<td></td>
<td>n/a</td>
</tr>
</tbody>
</table>

## Delivering Great Resident Services

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Performance will be reported</th>
<th>Last Reported</th>
<th>Latest Data</th>
<th>DoT</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perception of Council - Good quality services</td>
<td>Resident's Survey</td>
<td>Sep 18</td>
<td>68%</td>
<td></td>
<td>n/a</td>
</tr>
<tr>
<td>Percentage of Central Bedfordshire residents satisfied with living environment</td>
<td>Resident's Survey</td>
<td>Sep 18</td>
<td>82%</td>
<td></td>
<td>n/a</td>
</tr>
<tr>
<td>Kg/household of black bin waste</td>
<td>Quarterly</td>
<td>Mar 19</td>
<td>135</td>
<td></td>
<td>★</td>
</tr>
<tr>
<td>Satisfaction with highways maintenance</td>
<td>Annual (April)</td>
<td>Apr 18</td>
<td>48.0%</td>
<td></td>
<td>★</td>
</tr>
<tr>
<td>CBC's relative position for condition of roads (principal)</td>
<td>Annual (March)</td>
<td>Mar 17</td>
<td>98%</td>
<td></td>
<td>★</td>
</tr>
<tr>
<td>CBC's relative position for condition of roads (non-principal)</td>
<td>Annual (March)</td>
<td>Mar 17</td>
<td>97%</td>
<td></td>
<td>★</td>
</tr>
<tr>
<td>Leisure facility usage rates</td>
<td>Quarterly</td>
<td>Jun 19</td>
<td>406,972</td>
<td></td>
<td>★</td>
</tr>
<tr>
<td>Libraries facility usage rates</td>
<td>Annual (March)</td>
<td>Mar 18</td>
<td>822,408</td>
<td></td>
<td>n/a</td>
</tr>
<tr>
<td>Customer Services - numbers of service failures reported</td>
<td>Quarterly</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Improving Education and Skills

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Performance will be reported</th>
<th>Last Reported</th>
<th>Latest Data</th>
<th>DoT</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>School readiness % of children achieving a good level of development at the Early Years Foundation</td>
<td>Annual (Sept)</td>
<td>Sep 18</td>
<td>73.2%</td>
<td></td>
<td>★</td>
</tr>
<tr>
<td>Attainment 8 - ranking</td>
<td>Annual (Dec)</td>
<td>Dec 18</td>
<td>94%</td>
<td></td>
<td>★</td>
</tr>
<tr>
<td>% of Schools rated Good or Outstanding (Quarterly)</td>
<td>Quarterly</td>
<td>Jun 19</td>
<td>88%</td>
<td></td>
<td>★</td>
</tr>
<tr>
<td>% of young people aged 16-17 who are in education, employment or training (EET)</td>
<td>Annual (Feb)</td>
<td>Feb 19</td>
<td>94.9%</td>
<td></td>
<td>★</td>
</tr>
<tr>
<td>Employer Skills Gaps</td>
<td>Annual (Dec)</td>
<td>Dec 17</td>
<td>27%</td>
<td></td>
<td>n/a</td>
</tr>
</tbody>
</table>
## Protecting the Vulnerable; improving well-being

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Frequency</th>
<th>Date</th>
<th>Target</th>
<th>Actual</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>*Children's Safeguarding - Referrals as a percentage of the child population</td>
<td>Quarterly</td>
<td>Jun 19</td>
<td>0.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*% of referrals of children leading to the provision of a social care service</td>
<td>Quarterly</td>
<td>Jun 19</td>
<td>100.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*LAC - School attendance (when entering care and registered at school)</td>
<td>Annual (July)</td>
<td>Jul 17</td>
<td>97.1%</td>
<td></td>
<td>n/a</td>
</tr>
<tr>
<td>*% of care leavers at age 17-21 who are engaged in education, training or employment</td>
<td>Quarterly</td>
<td>Jun 19</td>
<td>57.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Proportion of adults subject to a safeguarding enquiry of those known to adult social care</td>
<td>Quarterly</td>
<td>Jun 19</td>
<td>3.40%</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>*Total non-elective admissions in to hospital (general &amp; acute), all-age, per 100,000 population</td>
<td>Quarterly</td>
<td>Mar 19</td>
<td>3,551</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Aiding admissions to Care Homes</td>
<td>Quarterly</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Average age of customers admitted to a residential care home (65+)</td>
<td>Quarterly</td>
<td>Jun 19</td>
<td>85.9</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>*Delivery of new dwellings suitable for older people</td>
<td>Quarterly</td>
<td>Jun 19</td>
<td>229</td>
<td>n/a</td>
<td>No target set</td>
</tr>
<tr>
<td>*Premature Deaths (persons per 100,000)</td>
<td>Annual (Dec)</td>
<td>Dec 17</td>
<td>271</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Hate Crime incidents reported</td>
<td>Quarterly</td>
<td>Mar 18</td>
<td>51</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>*No. of Domestic Abuse incidents reported</td>
<td>Quarterly</td>
<td>Mar 18</td>
<td>1,032</td>
<td>n/a</td>
<td></td>
</tr>
</tbody>
</table>

## A more efficient and responsive Council

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Method</th>
<th>Date</th>
<th>Target</th>
<th>Actual</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>*Perception of the Council Value for money</td>
<td>Resident's Survey</td>
<td>Sep 18</td>
<td>65%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Perception that Council acts on the concerns of residents</td>
<td>Resident's Survey</td>
<td>Sep 18</td>
<td>42%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Time taken to process Housing Benefit, new claims &amp; change events - Days</td>
<td>Quarterly</td>
<td>Jun 19</td>
<td>18.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Call wait times average - (seconds)</td>
<td>Quarterly</td>
<td>Jun 19</td>
<td>47</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Number of web visitors - Quarterly</td>
<td>Quarterly</td>
<td>Jun 19</td>
<td>756,607</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>*Repeat issues (2nd calls or more to contact centre)</td>
<td>Monthly</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Creating stronger communities

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Method</th>
<th>Date</th>
<th>Target</th>
<th>Actual</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>*Perception that people can influence decisions in their own area</td>
<td>Resident's Survey</td>
<td>Sep 18</td>
<td>39%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Perception that people in the local area pull together to improve the local area</td>
<td>Resident's Survey</td>
<td>Sep 18</td>
<td>71%</td>
<td></td>
<td>n/a</td>
</tr>
<tr>
<td>*Percentage that volunteer</td>
<td>Resident's Survey</td>
<td>Sep 18</td>
<td>37%</td>
<td></td>
<td>n/a</td>
</tr>
<tr>
<td>*Number of volunteers engaged within the community (currently the village care schemes)</td>
<td>Quarterly</td>
<td>Mar 19</td>
<td>950</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Number of customers supported within the community (currently by the village care schemes)</td>
<td>Quarterly</td>
<td>Mar 19</td>
<td>963</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Town and parish survey satisfaction</td>
<td>Resident's Survey</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
12. Procurement Options in relation to the Agency provision of temporary staff (Commensura)

Consider and endorse the recommended procurement framework route to market for the supply of agency staff.
Central Bedfordshire Council

Corporate Resources Overview and Scrutiny Committee

Review of Procurement Framework Routes to Market for the Supply of Agency Staff

Report of: Cllr Richard Wenham – Executive Member for Corporate Resources

(resident.email)

Responsible Director(s): Charles Warboys, Director of Resources

(resident.email)

Purpose of this report

To report on and recommend the preferred procurement framework route to market for the selection of the supplier of agency staff

RECOMMENDATIONS

The Committee is asked to:

1. Consider and endorse the recommended procurement framework route to market for the supply of agency staff as set out in Paragraph 17 of this report.

Overview and Scrutiny Comments/Recommendations

1. The proposals for the re-procurement of the contract for the supply of agency staff was considered by the Corporate Resources Overview and Scrutiny Committee on 31st January 2019. The committee endorsed the proposal to extend the interim contract until August 2020. The purpose of the extension was to give more time to consider the procurement options and to avoid a clash with the implementation of SAP S4Hana and to be able to properly assess the new MSTAR3 Framework.

Background

2. At its meeting on 7th August 2018 the Executive considered a report and approved the approach set out within it to the re-procurement of the Council’s contract for the supply of agency workers.
3. The Executive decision included a requirement that a report detailing the options for procurement would be taken to Corporate Resources Overview and Scrutiny Committee before the delegated authorities were exercised.

4. Within the Executive report of 7th August, the procurement aim expressed was to make a choice between MSTAR3 and other frameworks and to undertake a ‘mini-procurement’ within a chosen framework with the intention of determining a new provider.

5. On 31st January 2019 Corporate Resources Overview and Scrutiny Committee considered a report to extend the contract with the existing provider Comensura and the revised timeline was approved by the Executive at its meeting on 9th June. The new provider will need to be in place at the time of the expiry of extended contract which is 2nd August 2020. Allowing for a minimum 3 months implementation to allow for a smooth transition to the new contract and/or provider, the contract award will need to be made by 3rd May 2020 at the latest.

Procurement Options

6. There are three available framework procurement routes to market. These are:
   a. Central Governments Crown Commercial Service (CCS) Contingent Labour framework RM 3749
   b. Yorkshire Purchasing Organisation (YPO) HR Services and Solutions Framework

7. The CCS framework is a single supplier framework provided by supplier, Alexander Mann Solutions. The framework is open to the public sector, though geared towards Central Government. It is a master vendor relationship which includes all resourcing including permanent recruitment. The commission charge is 1% of turnover.

8. YPO’s framework, Managed Service for Temporary Labour is a multi-supplier framework which is being re-procured by YPO and is currently being evaluated. As such it is not yet known which suppliers will be awarded framework contracts. What is known is that a direct call off or selection via mini competition will be available. The framework will be geared towards local government being highly flexible, with additional modules for, vendor management solution (VMS), talent pool technology, managing permanent recruitment, recruitment process outsourcing (RPO) and total recruitment management. There is a menu approach to the framework and in addition the Council’s specific requirements can be addressed through a mini competition. (This is where suppliers who are part of the framework compete to provide a service based on the Council’s requirements). The commission charged by YPO is 0.8p for every hour worked by a worker.

9. It was expected that contracts on the YPO Framework would be awarded in late summer 2019 but, as stated above, this has not yet taken place and the current estimate from YPO is that it will be mid-November before this will happen, although this is not a certain date.

10. ESPO’s MSTAR 3 framework is similar in approach to YPO’s framework. It also has a menu approach to additional services and offers a similar level of customisation. For example, it would be possible to designate certain employment categories on a managed service basis and others on a neutral vendor basis. The framework
includes our current incumbent Comensura and other suppliers of interest with which we have undertaken some early engagement to consider available offers. The commission charged by ESPO is 1p for every hour worked by a worker.

11. The commission charged by a framework provider is applied directly to the supplier and represents the fee for use of the framework by an external user such as Central Bedfordshire Council. Although indirect, the charge is relevant and does need to be considered as suppliers generally will include such additions in their fees.

12. The service offered by framework providers to users can also be a distinguishing feature. By this is meant the support provided to the Council in developing its approach, in assessing the best way to use the framework and in specification writing for example and in assisting the Council during its management of the contract. The Council’s spend of circa £7M per annum is sufficient to support a mini competition as opposed to a direct award. In addition, the Council does have some specific requirements which it would wish to ensure are met by the chosen supplier, and a mini competition would enable this.

13. The Council’s spend is such that a mini competition is expected to deliver enhanced benefits. As the CCS framework is a single supplier framework mini competition is not an option. The framework is also less flexible than the ESPO or YPO frameworks, for example the framework does not offer modular add on services. For these reasons the CCS framework is not considered a suitable option.

14. ESPO’s and YPO’s frameworks are similar in approach and both can provide the service the Council needs. Both have modular add on services that may benefit the Council and both are customisable to the Council’s requirements. Our current incumbent supplier Comensura is on the ESPO framework as are other suppliers of interest. The YPO Framework has yet to be awarded and the suppliers are not yet known.

15. The distinguishing charges of the framework operators is related to the commission charged to suppliers. These are shown in the table below:

<table>
<thead>
<tr>
<th>Framework</th>
<th>Description</th>
<th>Rebate</th>
<th>Central Bedfordshire Agency Spend (Annual)</th>
<th>Central Bedfordshire Agency Hours (Annual)</th>
<th>Commission</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCS – PSR</td>
<td>1 Provider MSP Framework</td>
<td>1% of Turnover</td>
<td>£6,460,030</td>
<td>211,633</td>
<td>£64,600</td>
</tr>
<tr>
<td>ESPO – MSTAR</td>
<td>Multi Supplier MSP Framework</td>
<td>1p Per Hour</td>
<td>£2,116</td>
<td></td>
<td></td>
</tr>
<tr>
<td>YPO – HR Services</td>
<td>Multi Supplier MSP Framework</td>
<td>0.8p Per Hour</td>
<td>£1,693</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
16. Contract management can also distinguish framework providers. See appendix A for the ESPO approach. It should be noted that the approach by ESPO is similar to the approach by YPO.

17. Although YPO has the lowest commission it is of a small marginal benefit and not alone significant enough to warrant a switch away from ESPO who have provided a good service to the Council over many years. ESPO are located geographically closer to Central Bedfordshire which can better facilitate face to face meetings and collaborative working for contract management purposes. There is also the significant issue that the YPO framework has not yet been awarded and further delays could mean that the timescales for the remainder of the project would need to be compressed. For these reasons it is recommended that the Council chooses the ESPO framework at this stage and proceeds to engage more formally with ESPO on this basis.

Reason/s for decision
18. The decision is required in order to maintain the supply of agency staff to the Council following the expiry of the current contract.

Council Priorities
19. The proposal supports the priority of becoming a more efficient and responsive Council.

Corporate Implications
20. The procurement issues were set out in the report to the Executive on 9th June 2019 and are updated in this report.

Legal Implications
21. The proposals set out in the report to source the Council’s future required services from a framework, will follow a process which is in accordance with the requirements of the selected framework the Public Contracts Regulations 2015 and good procurement practice. There are no complicated legal implications with this approach as the use of a framework does not require the Council to engage in an extended procurement exercise, and selection of provider(s) is undertaken via a short competitive exercise, or a direct award under the framework, as meets the Council’s service requirements from time to time.

Financial and Risk Implications
22. The financial implications of this decision will ensure the Council is able to secure continuity of supply of agency workers after the current arrangement expires, in a compliant way which tests the market and takes advantage of the Council’s spending power.

Equalities Implications
23. 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.
24. In preparing this report no implications have been identified that would impact on people with protected characteristics. This matter will be kept under review and any impacts identified will be reported to decision-makers.

**Conclusion and next Steps**

25. Work has been undertaken and completed to evaluate the frameworks and report on the attributes of each (and any options within the frameworks) along with the preferred choice of framework.

26. Following feedback from this Committee it is envisaged that the framework will be chosen, and a supplier will be selected from within the framework (following a process which is in accordance with the requirements of the framework and public contract regulations).

27. It should be noted that the decisions set out in paragraph 26 were delegated to the Director of Resources in consultation with the Deputy Leader and Executive Member for Corporate Resources by the Executive at its meeting on 7th August 2018.

**Appendices**

Appendix A: ESPO approach to contract management

**Background Papers**

None

<table>
<thead>
<tr>
<th>Report author(s): Paul Meigh</th>
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</thead>
<tbody>
<tr>
<td>Head of Procurement</td>
</tr>
<tr>
<td><a href="mailto:paul.meigh@centralbedfordshire.gov.uk">paul.meigh@centralbedfordshire.gov.uk</a></td>
</tr>
</tbody>
</table>
APPENDIX A – ESPO APPROACH TO CONTRACT MANAGEMENT

EPSO Support

One of the comments in the Customer Questionnaire was that ESPO need to offer increased support through implementation – this was put out to the group as a discussion point. It was agreed that ESPO do support however ESPO need to communicate with customers the work they do as part of the Framework as the working group.

With customer support in mind, ESPO have recently (October 2017) appointed a Customer Relationship Manager (CRM) with specific responsibility for the MSTAR frameworks. ESPO have made the decision to appoint the CRM from the recruitment industry to provide that critical market knowledge to our MSTAR framework.

The main focus of the CRM role is to meet with customers using the framework to understand how it is meeting their needs and working with them from contract award through to re-tendering when the contract is up for renewal. When the CRM meets with customers the meetings will be to review the framework MI that looks at how the customer is utilising the framework and explore the trends across each category of their contingent workforce.

The CRM works closely with the Category Manager (CM) for MSTAR. The CM’s main focus is on the management of the suppliers on the framework through a series a quarterly Supplier Review Meetings (SRM). A typical SRM agenda would be as follows:

- Audit
- Current Opportunities
- Further Competitions / Direct Awards
- Existing Contracts
- Current Issues
- Market Intelligence
- Statutory Increases (Pensions / NIC / Levy) if applicable
- Balanced Scorecard
- Review of information on scorecard
- Review of MI data produced
- AOB

ESPO ensure that all insurances are checked and to ensure they are up to date and of sufficient values for delivery on this framework.

Critically ESPO carry out a robust risk management programme on MSTAR. This includes audits of the Managed Service Providers to ensure they are compliant with the framework agreement and where they are not raising the issues with the suppliers to ensure that their service delivery is in line the terms of the framework – particular focus is around compliance of workers and payment terms to the supply chain as these can have a far reaching reputational impact for the Customer if they are not delivered in line with the core specification.

In addition ESPO complete daily credit scores on the top 5 MSP providers to ensure that their financial status is low risk due to the volumes of spend that traditionally sit with these contracts
and all other suppliers are checked weekly. We have recently set up a credit scoring mechanism for the top 20 suppliers in the supply chain that account for 40% of the annual turnover. This is so that we can ensure that where a supplier is in the supply chain to several MSP’s that ESPO can also carry out weekly credit scores on these agencies to assess any weakness in the supply chain.

Finally we support customers through their procurement process from supplying template documentation, input into your specification and look at any benchmarking you may require.
13. Corporate Resources OSC 2019/20 Work Programme and Executive Forward Plan

The report provides Members with details of the currently drafted Committee work programme and the latest Executive Forward Plan.
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. The committee work programme aims to provide a balance of those items on which the Executive would be grateful for a steer and those items that the overview and scrutiny Committee (OSC) has proactively requested to receive.
2. The Overview and Scrutiny Coordination Panel has suggested that the following be prioritised in the work programme:
   - activity led by the OSCs and residents;
   - policy development activity, through the exploration of proposals and principles at the earliest opportunity of commencement of strategy development;
3. 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.
4. The committee is also recommended to ensure it creates time for Members to consider matters outside of formal meetings as well as providing the opportunity to brief Members informally on some topics. This might mean considering whether all of the formal meetings included in the schedule are necessary.
Overview and Scrutiny Task Forces

5. 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

6. 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.

<table>
<thead>
<tr>
<th>Item</th>
<th>Indicative Executive Meeting date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarter 2 Revenue Budget Monitoring 2019/20</td>
<td>3 December 2019</td>
</tr>
<tr>
<td>Quarter 2 Performance Report 2019/20</td>
<td>3 December 2019</td>
</tr>
<tr>
<td>Purchase of Transitional Accommodation</td>
<td>3 December 2019</td>
</tr>
<tr>
<td>Purchase of site with planning in the south of Central Bedfordshire to deliver New Build Housing.</td>
<td>3 December 2019</td>
</tr>
<tr>
<td>Purchase of site with planning in the north of Central Bedfordshire to deliver New Build Housing</td>
<td>3 December 2019</td>
</tr>
<tr>
<td>Adults Social Care Charging Policy</td>
<td>3 December 2019</td>
</tr>
<tr>
<td>Local Council Tax Support Scheme (2020/21)</td>
<td>7 January 2020</td>
</tr>
<tr>
<td>2020/21 Draft MTFP - all Budgets</td>
<td>7 January 2020</td>
</tr>
<tr>
<td>To recommend approval to Full Council of the 2020/21 budgets and the MTFP.</td>
<td>4 February 2020</td>
</tr>
<tr>
<td>To recommend approval to Full Council of the 2020/21 Social Care, Health &amp; Housing Fees &amp; Charges</td>
<td>4 February 2020</td>
</tr>
<tr>
<td>To recommend approval to Full Council of the Proposed Charges for Schools Trading 2020/21</td>
<td>4 February 2020</td>
</tr>
<tr>
<td>To recommend approval to Full Council of the Treasury Management Strategy and Treasury Policy 202/21</td>
<td>4 February 2020</td>
</tr>
<tr>
<td>To recommend approval to Full Council of the 2020/21 Capital Strategy.</td>
<td>4 February 2020</td>
</tr>
<tr>
<td>To recommend approval to Full Council of the 202/21 Investment Strategy</td>
<td>4 February 2020</td>
</tr>
<tr>
<td>To report Quarter 3 2019/20 performance for the Medium Term Plan indicator set.</td>
<td>7 April 2020</td>
</tr>
<tr>
<td>Commercial Estate Plan</td>
<td>7 April 2020</td>
</tr>
</tbody>
</table>

Council Priorities

7. The work programme of the Overview and Scrutiny Committee will contribute indirectly to all 5 Council priorities.
Corporate Implications
8. There are no direct corporate implications arising from this report, the implications of proposals will be detailed in full in each report submitted to the Committee.

Legal Implications
9. There are no direct legal implications arising from this report, the implications of proposals will be detailed in full in each report submitted to the Committee.

Financial and Risk Implications
10. There are no direct financial implications or risks arising from this report, the implications of proposals will be detailed in full in each report submitted to the Committee.

Equalities Implications
11. In determining what to add to their work programmes the overview and scrutiny committees should consider items that are important to all residents.
12. There are no direct equality implications or risks arising from this report, the implications of proposals will be detailed in full in each report submitted to the Committee.

Conclusion and next Steps
13. 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.
14. Additionally, Members are requested to consider whether there are any matters 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: OSC work programme

Background Papers

Executive Forward Plan (can be viewed at any time on the Council’s website) at the following link:
https://www.centralbedfordshire.gov.uk/info/31/meetings/641/calendar_of_meetings_and_forward_plan/2
## Appendix A – Corporate Resources Work Programme

<table>
<thead>
<tr>
<th>Committee</th>
<th>Indicative meeting date</th>
<th>Issue for discussion</th>
<th>Intended discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>CROSC</td>
<td>Thursday, 30 January 2020</td>
<td>2019/20 Q2 Revenue, Capital and HRA Budget Monitoring Update</td>
<td>To update the Committee on the Q2 revenue, capital and HRA performance</td>
</tr>
<tr>
<td>CROSC</td>
<td>Thursday, 30 January 2020</td>
<td>2020/21 Capital Strategy</td>
<td>The content of the strategy is imposed on Councils and the document will be audited by Ernst &amp; Young. OSC members do have the ability to consider/influence the capital schemes &amp; level of borrowing.</td>
</tr>
<tr>
<td>CROSC</td>
<td>Thursday, 30 January 2020</td>
<td>2020/21 Treasury Management Strategy and Treasury Policy</td>
<td>Members are asked to consider the proposals outlined in the Treasury Report and provide their comments, observations and recommendations for the Executive Members to consider at their next meeting.</td>
</tr>
<tr>
<td>CROSC</td>
<td>Thursday, 30 January 2020</td>
<td>Schools Trading 2020/21</td>
<td>To receive information and provide comments on the proposals to schools trading.</td>
</tr>
<tr>
<td>CROSC</td>
<td>Thursday, 30 January 2020</td>
<td>Q2 Performance Report 2019/20</td>
<td>To receive the relevant quarterly performance information.</td>
</tr>
<tr>
<td>CROSC</td>
<td>Thursday, 30 January 2020</td>
<td>2020/21 Social Care Health and Housing Fees and Charges</td>
<td>To review the fees and charges for the Social Care, Health and Housing directorate.</td>
</tr>
<tr>
<td><strong>CROSC</strong></td>
<td>Thursday, 30 January 2020</td>
<td>Draft Budgets 2020/21 MTTP, Draft Budget for the Housing Revenue Account (Landlord Business Plan) and Draft Capital Programme.</td>
<td>To consider and comment on the draft Budget, updated Medium Term Financial Plan, the Housing Revenue Account (Landlord Service) and Capital Programme pertaining to all Directorates. Members are requested to submit their comments, observations and recommendations in respect of the Executive’s proposals, to the meeting of the Executive.</td>
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<tr>
<td><strong>CROSC</strong></td>
<td>Thursday, 30 January 2020</td>
<td>Adults Charging Policy Consultation</td>
<td>Consult CR OSC on the proposed revised Adults Charging Policy</td>
</tr>
<tr>
<td><strong>CROSC</strong></td>
<td>Thursday, 30 January 2020</td>
<td>VCS strategic review - Phase 2</td>
<td>To update the Committee on the approach to and scope of the VCS review phase 2</td>
</tr>
<tr>
<td><strong>CROSC</strong></td>
<td>Thursday, 30 January 2020</td>
<td>Accommodation Plan and proposals for Watling House, Dunstable</td>
<td>To receive a report that details future proposals for Watling House</td>
</tr>
<tr>
<td><strong>CROSC</strong></td>
<td>Thursday, 19 March 2020</td>
<td>Sustainability &amp; Climate Plan</td>
<td>To update the committee on the progress of the emerging Sustainability/Climate Plan for the Council and to get their input into the direction of travel and proposed route forward.</td>
</tr>
<tr>
<td>Date</td>
<td>Topic</td>
<td>Description</td>
<td></td>
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<tr>
<td>-----------------------</td>
<td>--------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Thursday, 19 March 2020</td>
<td>Commercial Estate Plan</td>
<td>To set out how CBC will effectively and efficiently manage its commercial property over a 10 year period to develop a modern investment portfolio that provides sustainable rental income, improve place and enhance social good and act as a catalyst to encourage inward investment and job creation.</td>
<td></td>
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<tr>
<td>Thursday, 19 March 2020</td>
<td>Housing Development Company</td>
<td>Update on the progress and achievement of the Development Company</td>
<td></td>
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<tr>
<td>Thursday, 19 March 2020</td>
<td>IT Strategy Refresh</td>
<td>To receive the revised IT Strategy for Central Bedfordshire</td>
<td></td>
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<tr>
<td>Thursday, 10 September 2020</td>
<td>Planning apprenticeship model</td>
<td>To receive an update on the success of the Planning apprenticeship scheme</td>
<td></td>
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</tbody>
</table>