

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



**TO EACH MEMBER OF THE  
EXECUTIVE**

05 February 2010

Dear Councillor

**EXECUTIVE - Tuesday 9 February 2010**

Further to the Chairman's Briefing meeting held on Tuesday 2 February 2010, please find attached the following additional information for consideration at the Executive meeting on Tuesday 9 February 2010:-

**10. Capital Programme 2010/11 to 2014/15**

- Correction required to Table 1 on page 8 of the report – Column two should read "**2011/12**"
- The deletion of the first sentence in paragraph 15 of the report
- For clarity recommendation (d) to be amended to " Approve the Housing Revenue **Account** Capital Programme **as set out at Appendix F.**

**For Agenda Items 10 & 11:**

**Comments from the Chairman of the Corporate Resources  
Overview and Scrutiny Committee on the Medium Term  
Financial Planning (MTFP) Process and Draft Budget  
Proposals 2010/11 to 2014/15**

This report focuses on comments and observations on the draft budget proposals and the MTFP process for 2010/11 to 2014/15 reviewed by the 5 Overview and Scrutiny Committees. The report also includes additional comments of the Corporate Resources Overview and Scrutiny Committee held on the 1 February 2010.

## 11. Medium Term Financial Plan and Budget 2010/11 to 2014/15

- For clarity Recommendation B to read “ Note the Council Tax base as set out in **Appendix E**”
- For clarity Recommendation C has been amended to read:
  - (c) Agree a Band D Council Tax of:-
    - (i) £1,308.33 for residents in the north of Central Bedfordshire (i.e: **within the area of the former Mid Bedfordshire District Council as listed in Appendix E (i)**); and
    - (ii) £1,344.15 for residents in the south of Central Bedfordshire (i.e: **within the area of the former South Bedfordshire District Council as listed in Appendix E (i)**).
- Reference to the Portfolio Holder in Recommendation E should include “**for Housing**”
- Amendments have been made to the following paragraphs as detailed:
  - **Paragraphs 28 & 29 – deletion of Appendix E(i) & E(ii) and the insertion of Appendix F(i)**
  - **Paragraph 31 – deletion of E(ii) and the insertion of Appendix E(ii) and the insertion of Appendix F(ii)**
  - **Paragraph 36 – deletion of Appendix F and the insertion of Appendix G**
  - **Paragraph 40 - deletion of Appendix G and the insertion of Appendix H**

## 12. Asset Management Plan

Please find attached a revised Appendix A containing the Asset Management Plan that replaces the appendix that was circulated with the main agenda.

**17. Forward Plan**

Please find attached the Forward Plan for the period 1 March 2010 to 28 February 2011.

Should you have any queries regarding the above please contact Devina Lester, Senior Democratic Services Officer on Tel: 01234 228857.

Yours sincerely

Devina Lester  
Senior Democratic Services Officer  
email: [devina.lester@centralbedfordshire.gov.uk](mailto:devina.lester@centralbedfordshire.gov.uk)

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**Meeting:** Executive  
**Date:** 9 February 2010  
**Subject:** Medium Term Financial Planning (MTFP) Process and Draft Budget Proposals 2010/11 to 2014/15  
**Report of:** Cllr James Jamieson, Chairman of the Corporate Resources Overview and Scrutiny Committee  
**Summary:** This report focuses on comments and observations on the draft budget proposals and the MTFP process for 2010/11 to 2014/15 reviewed by the 5 Overview and Scrutiny Committees. The report also includes additional comments of the Corporate Resources Overview and Scrutiny Committee held on the 1<sup>st</sup> February 2010.

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**Advising Officer:** Clive Heaphy, Director of Corporate Resources  
**Contact Officer:** Cheryl Powell, Overview and Scrutiny Officer  
**Public/Exempt:** Public  
**Wards Affected:** All  
**Function of:** Council  
**Key Decision** Yes  
**Reason for urgency/  
exemption from call-in  
(if appropriate)** N/A

<b>CORPORATE IMPLICATIONS</b>
<p><b>Council Priorities:</b> The Budget Proposals will contribute directly to all 5 Council priorities.</p> <p><b>Financial:</b> The Financial implications have been set out in the 8<sup>th</sup> December's report to Executive.</p> <p><b>Legal:</b> The Legal implications have been set out in the 8<sup>th</sup> December's report to Executive.</p> <p><b>Risk Management:</b> The 8<sup>th</sup> December's report to Executive sets out detailed proposals on efficiency, pressures and growth; officers have assessed the risk of delivery of each of these proposals. Members have taken account of this as part of the consultation process.</p>

**Staffing (including Trades Unions):**

The Staffing implications have been set out in the 8<sup>th</sup> December's report to Executive.

**Equalities/Human Rights:**

The Equalities / Human Rights implications have been set out in the 8<sup>th</sup> December's report to Executive.

**Community Safety:**

The Community Safety implications have been set out in the 8<sup>th</sup> December's report to Executive.

**Sustainability:**

The Sustainability implications have been set out in the 8<sup>th</sup> December's report to Executive.

**Summary of Overview and Scrutiny Comments:**

- Full details to be contained in the appended report

**RECOMMENDATION(S):**

1. that the Executive notes the creation of a Member task force by the Corporate Resources OSC to review the budget setting process during the period 2010 / 11, seeking guidance and best practice from other Local Authorities to assist and influence the 2011 / 12 process
2. that the Executive considers and comments upon the Corporate Resources Overview and Scrutiny Committee Chairman's report summarising the feedback from the five overview and scrutiny committees.
3. that the Executive consider identifying additional savings from those initiatives which are not currently part of the revenue budget should
  - (a) be separately identified;
  - (b) show that the appropriate budget is adjusted and the savings added to reserves; and
  - (c) only be used subject to specific Executive approval

*Reason for Recommendation(s): So that the Executive considers and comment upon the observation and recommendations of the five Overview and Scrutiny Committees on the Budget Setting Process and the MTFP.*

### **Executive Summary**

As part of its remit the Corporate Resources Overview and Scrutiny Committee has responsibility for reviewing both the Medium Term Financial Planning Process and the Budget proposals. This report focuses on comments and observations on the draft budget proposals and the MTFP for 2010/11 to 2014/15 from the Business Transformation, Children, Families and Learning; Corporate Resources; Social Care, Health and Housing and the Sustainable Communities Overview and Scrutiny Committees.

### **Appendices:**

Appendix A – Overview and Scrutiny Committees general comments observations and recommendations.

### **Background Papers:** (open to public inspection)

Minutes of the Corporate Resources Overview and Scrutiny Committee held on the 10<sup>th</sup> December 2009

Minutes of the Sustainable Communities Overview and Scrutiny Committee held on the 4<sup>th</sup> January 2010

Minutes of the Children, Families and Learning Overview and Scrutiny Committee held on the 5<sup>th</sup> January 2010

9<sup>th</sup> February 2010 Executive Papers – Capital Programme 2010/11 – 2014/15

**Location of papers:** Priory House, Chicksands





## Appendix A

### Introduction

1. At its 9<sup>th</sup> November 2009 meeting, the Overview and Scrutiny Co-ordination Panel assigned the role of co-ordinating all responses and comments in connection with the Medium Term Financial Plan for 2010/11 to 2014/15 received from the Business Transformation; Children, Families and Learning; Corporate Resources; Social Care, Health and Housing and the Sustainable Communities Overview and Scrutiny Committees to the Corporate Resources Overview and Scrutiny Committee
2. In its co-ordination role, the Corporate Resources Overview and Scrutiny Committee
  - recognises the challenging financial settlement for the Council;
  - understands the Council has to make difficult decisions in balancing residents' priorities with the need to support the most vulnerable in the community;
  - is aware that the budget has been set in an unstable economic climate, especially in terms of increasing unemployment and falling interest rates;
  - additionally the slowing down of the property market has led to the Council's capital income being severely reduced and hence has put pressure on the capital programme; and
  - appreciates that the demographic challenge will also impact on planning and budgets for the future.
3. The report is arranged into two sections:
  - i. Part one draws general comments observations and recommendations from the Overview and Scrutiny Committees relating to the draft budget proposals and the MTFP process for 2010/11 to 2014/15 and have been drafted chronologically by the date each Committee met to deliberate the Budget.
  - ii. Part two draws general observations and recommendations relating to budget proposals both in Capital and Revenue terms.

**Part One: Overview and Scrutiny Committees general comments observations and recommendations**

**Corporate Resources Overview and Scrutiny Committee**

1. At its 10<sup>th</sup> December 2009 meeting the Corporate Resources Overview and Scrutiny Committee considered the report of the Portfolio Holder for Corporate Resources on the draft budget Medium Term Financial Plan for 2010/11 to 2014/15, particularly those parts of it relating to the Corporate Resources directorate
2. Members raised a number of concerns about
  - The current budget setting process;
  - The lack of an overview role in departmental budgets;
  - Time shortage to review and comment on proposals; and
  - A lack of clarity in some of the proposals
3. Members also recognised the need for future budgets to be done earlier with greater clarity. In particular to provide a clear explanation of:-
  - The source of pressure such as loss of grant, inflation or demographic pressure;
  - The potential service timing and impact of efficiency savings; and
  - Impact of decisions on future years
4. Members noted that the budget needed to address the following issues:-
  - the priorities of the Council and the allocation of resources to deliver those priorities;
  - changes to the Medium Term Financial Plan (revised assumptions and facts);
  - the Revenue Budget for 2010/11, including reserves;
  - the Capital Programme for 2010/11; and
  - the consultation process and the incorporation into the budget of issues raised and accepted.
5. The Committee recognises the difficult economic climate the Council is facing and made the following comments on the budget proposals within the Directorate:-

- Director confirms items flagged as green have no service implications and can be delivered
- Director confirms items flagged as amber can be implemented with minimal impact on services and can be delivered
- Officers clearly identify items flagged as red and their deliverability
- Officers clearly identify all growth and pressure items that:-
  - relate to a loss of grant;
  - were previously funded by the transition budget in 2009/2010;
  - are discretionary in nature;
  - have an ongoing impact in future years; and
  - to identify the ongoing impact of pressure/growth/savings on future years;

#### **Business Transformation Overview and Scrutiny Committee**

6. At its 21<sup>st</sup> December 2009 meeting the Business Transformation Overview and Scrutiny Committee considered the report of the Portfolio Holder for Corporate Resources on the draft budget Medium Term Financial Plan for 2010/11 to 2014/15, particularly those parts of it relating to the Business Transformation directorate
7. The Committee recognises the difficult economic climate the Council is facing and made no comments on the budget proposals within the Directorate.

#### **Sustainable Communities Overview and Scrutiny Committee**

8. At its 4<sup>th</sup> January meeting the Sustainable Communities Overview and Scrutiny Committee considered the report of the Portfolio Holder for Corporate Resources on the draft budget Medium Term Financial Plan for 2010/11 to 2014/15, particularly those parts of it relating to the Sustainable Communities Directorate.
9. The Committee recognises the difficult economic climate the Council is facing and made the following comments on the budgets proposals within the Directorate:-
  - the Sustainable Communities Overview and Scrutiny Committee accepts the financial integrity of the draft budget Medium Term Financial Plan 2010/11 to 2014/15 report submitted for consultation.
  - the Committee accepts the growth proposals suggested for the Sustainable Communities Directorate as set out within the report.

- the Committee accepts the efficiency proposals suggested for the Sustainable Communities Directorate as set out within the report with the following exceptions:-
  - (i) whilst accepting the removal of the Town Centre Management Grants these should not be replaced by funding provided to individual members;
  - (ii) the introduction of charges for the collection of garden waste.

### **Children, Families and Learning**

10. At its 5<sup>th</sup> January meeting the Children, Families and Learning Overview and Scrutiny Committee considered the report of the Portfolio Holder for Corporate Resources on the draft budget Medium Term Financial Plan for 2010/11 to 2014/15, particularly those parts of it relating to the Children, Families and Learning directorate
11. The Committee recognises the difficult economic climate the Council is facing and made the following comments on the budget proposals within the Directorate and have recommended;
  - a) that the Executive be aware of the need not to disadvantage children and young people as a result of changes in setting the budget;
  - b) that the Executive consult and seek assurances from officers that:-
    - (i) items flagged as green had no service implications and could be delivered;
    - (ii) items flagged as amber that could be implemented without undue impact on services and that could be delivered;
    - (iii) it be clearly identified that items flagged as red would be deliverable and their service implications;
    - (iv) all the growth and pressure items be clearly identified that:
      - relate to a loss of grant;
      - were previously funded by the transition budget in 2009/2010; and
      - that is discretionary in nature
    - (v) the ongoing impact of pressure/growth/savings on future years be clearly identified.

### **Social Care, Health and Housing Overview and Scrutiny Committee**

12. At its 21<sup>st</sup> January briefing, the Social Care, Health and Housing Overview and Scrutiny Chairman considered the report of the Portfolio Holder for Corporate Resources on the draft budget Medium Term Financial Plan for 2010/11 to 2014/15, particularly those parts of it relating to the Social Care, Health and Housing directorate.
13. The Committee recognises the difficult economic climate the Council is facing; in particular that the Social Care, Health and Housing Directorate is part way through a recovery programme and that the priority is to deliver on the recovery program. In future years there will be a need to seek more significant efficiencies in order to compensate for demographic pressures

### **Part Two: General observations relating to Capital and Revenue budget proposals.**

#### **Corporate Resources**

14. The Committee recommend that the Executive minimise the cost of the Technology House project as far as is reasonably possible.

#### **Social Care Health and Housing**

15. The Committee recommend that the Executive review the proposal for £500k on the Affordable Housing Capital Programme through exploring the possibilities of whether this could be part funded through land contribution rather than grant.

#### **Children, Families and Learning**

16. The Committee also suggested the proposal of the £100k site acquisition for Campton Lower School ought to be reviewed in light of exploiting other alternatives. The Committee expressed their complete support for this project, recommending that the Executive explore other alternatives such as land swap or purchasing an option on the site until such time when the Council would be in a position to build. This was based in the assumption that this strategy would not impact on the project's schedule.
17. Members of the Corporate Resources Overview and Scrutiny Committee found it difficult to assess the capital budget for schools in isolation and therefore recommend to the Executive that all capital spend on schools should be examined in the context of a school asset management strategy which would include grant funding, asset replacement and potential for asset sales on school relocation

### **General Comments**

18. The Corporate Resources Overview and Scrutiny Committee recommend to the Executive that the Director of Corporate Resources review slippage on projects from 08/09 and 09/10 with the relevant director to verify that these are fully committed and that there is no option to delay or reduce expenditure. If the projects are not fully committed, the Executive should be minded that these projects are not presupposed, but considered in the revised round of capital projects.
19. The Corporate Resources Overview and Scrutiny Committee also recommend that as there was no clear business case available for review for a number of the projects listed, that all rolling programmes should be reviewed with the relevant Director to ascertain the potential to reduce and/or delay expenditure, with a default position of reducing the programme's budget.
20. The Corporate Resources Overview and Scrutiny Committee recommend to the Executive that any savings to the Capital Budget are committed to reduce borrowings.
21. The Corporate Resources Overview and Scrutiny Committee recommend to the Executive that all reserve items should be reviewed after the 1<sup>st</sup> quarter of budget monitoring.

### **Conclusions**

The Committee raised a number of concerns regarding the budget process; the late delivery of budget information; and the limited opportunity to scrutinise the Council's budget.

The Committee agreed to commission a task force to review the budget process during the period 2010 / 2011, using guidance and best practice from other sources and Local Authorities to assist with their work. The Task Forces findings will be reported at the Committee's April meeting.



Appendix A

# **CENTRAL BEDFORDSHIRE COUNCIL**

# **ASSET MANAGEMENT PLAN 2009/11**

January 2010

## **Contents**

Foreword	Page 3
Executive Summary	Page 4
Introduction	Page 7
Corporate Asset Management	Page 10
Asset Management Practices & Procedures	Page 12
Statement of Existing Estate	Page 17
Summary of Key Changes	Page 20



## Foreword

I am delighted to present the Asset Management Plan for Central Bedfordshire Council. The plan is underpinned by a robust Capital Strategy that sets out the approach to the management of our assets and is framed within the context of the Council's Strategic Objectives from which the short, medium and long term improvement priorities have been determined with the Vision 'to improve the quality of life of all in Central Bedfordshire and enhance the unique character of our communities and our environment'.

Central Bedfordshire Council, as a new Unitary Authority, has made some demonstrable progress in establishing a solid foundation for the management of its assets but there is still a long way to go. This Plan, therefore, not only addresses the large scale building and development programme driven by extensive service delivery and corporate change programmes but also the need to develop further our corporate policies and procedures in relation to how we manage our assets. This is evidenced by our challenging and comprehensive implementation plan.

The Council appreciates that it is essential that the Asset Management Plan is delivered to exacting standards and within the timescales as set out in the implementation plan. The Council is fully committed to driving property as a valued and essential resource in achieving our service objectives.

The Council's approach to the management of its assets is set out in the form of guiding principles which will provide a platform from which our policies will be developed. These principles are as follows:

- The Council will ensure that all retained capital resources support and facilitate the Council's corporate and service delivery plans and make a positive contribution to the improved delivery of local public services
- The Council will give consideration to the wider requirements of Partnership Working and the community during the use and disposal of its assets
- The Council will manage and procure capital assets in keeping with best value principles to ensure value for money and will use its assets to assist in the regeneration of our towns and rural communities
- The Council will manage and provide assets that are appropriate and fit for purpose in terms of suitability, sufficiency, condition, economic, environmental and social wellbeing of our communities
- The Council will identify and plan for the Council's future capital and related revenue requirements and make best use of the resources and opportunities available to meet future needs
- The Council will identify and pursue opportunities through the asset base for disposing of surplus and under performing assets to release latent value and service delivery benefits and to eliminate unnecessary asset related risk. The default position being disposal of non-operational assets unless there is reason for holding them.

Councillor Maurice Jones: Cabinet Member for Corporate Resources

## Executive Summary

### Introduction

The Executive Summary sets out how the delivery of the Asset Management Plan will assist Central Bedfordshire delivering their extensive reform and public service delivery agenda over the next few years. It outlines the Key Service Delivery Objectives and their property implications, a timetable for the strategic management of the plan and the role that senior officers and the property team need to play in the delivery and implementation of the Plan.

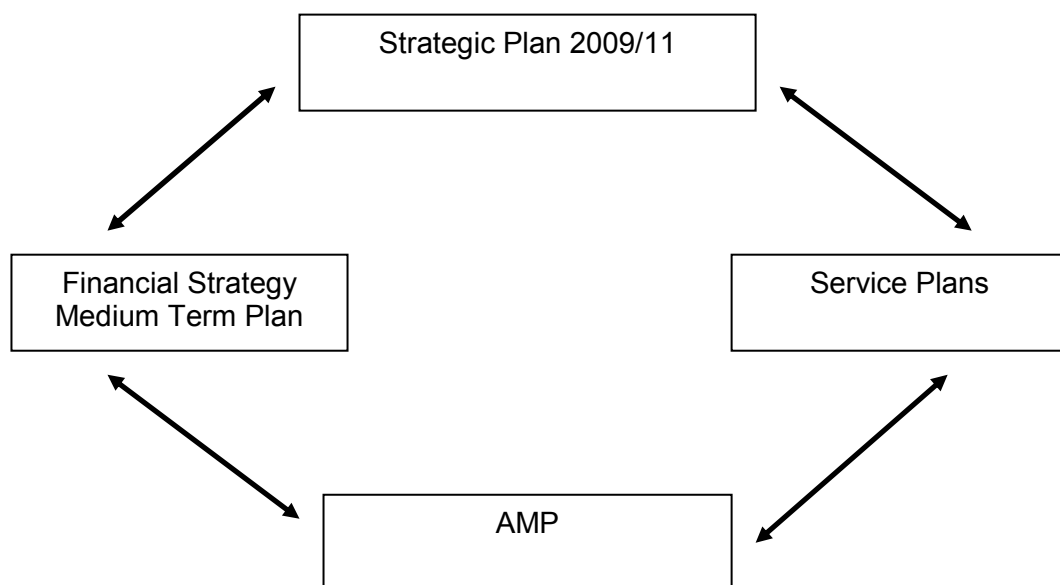
Central Bedfordshire Council (CBC) is committed to improving the way in which services are provided to the public and this is set out in the Strategic Plan 2009-11. The Council's services are delivered through four Directorates: Children Families & Learning, Customer and Shared Services, Social Care Health & Housing and Sustainable Communities. Asset Management sits within the Customer and Shared Services Directorate, but all Directorates have an active part to play to ensure the successful implementation of the Asset Management Plan if CBC is to meet its strategic goals.

Property assets play a key role in supporting and enabling the delivery of improved public services. This Asset Management Plan (AMP) takes into account the Central Bedfordshire Council's Medium Term Property Strategy 2009 – 12. CBC is setting the foundation for making the most efficient, effective and economic use of its property resources. An extensive work programme is set out at Appendix A.

### Corporate Planning and Organisational Framework

This AMP has been developed within the context of the Council's other corporate business, financial and service planning processes.

The flow chart below sets out the planning framework and its linkages to the AMP:



**Central Bedfordshire Strategic Plan** – Strategic Plan 2009-11 is the principal document driving forward CBC’s improvement plans. Five Priorities have emerged from analysis of partner agencies, which have been agreed across Central Bedfordshire and are:

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

**Medium Term Financial Strategy** – this document sets out the Revenue and Capital Strategies to support and deliver the Council’s strategic objectives and supports the **Medium Term Property Strategy 2009-11** – this document sets out how the Council will support and sustain excellent service delivery over the medium to longer term. Its aims are to:

- Ensure that property assets continually support the development and improvement of service delivery.
- Ensure that the management of, and investment in, property maximises value for money.
- Ensure that all Central Bedfordshire properties maximise their potential for benefitting customer outcomes.
- Ensure that the property services supply chain is high performing and cost effective at all levels.

**Service Plans** – these are 3 year ‘rolling’ plans and will be driven by the medium term plan which sets out corporate policy and high level financial parameters.

**Asset Management Plan** – the Capital Strategy is used to inform the detail within the AMP. The AMP therefore sets out a programme of actions and investments to protect, improve and optimise the effectiveness of the assets it holds.

The main aims of the Asset Management Plan are as follows:

- To ensure that all retained property resources support and facilitate the Council’s corporate and service delivery plans as well as supporting the Medium Term Financial Strategy and make a positive contribution to the improved delivery of local public services;
- To manage and provide property that is appropriate and fit for purpose in terms of suitability, sufficiency, condition, cost and environmental impact;
- To identify and plan for the Council’s future property services requirements;
- To develop sound and effective corporate asset management planning including Partnership Working with other Local and Public Authorities;
- To maximise efficiency gains and savings available through the Council’s property resources and to use these resources to assist regeneration of towns within Central Bedfordshire; and

- To identify and pursue opportunities through the asset base for disposing of surplus and under-performing assets, for releasing latent value and service delivery benefits, and for eliminating unnecessary property related risk. The default position being the disposal of non-operational assets unless there is good reason for holding them.
- To maximise the use of the Council's Property Assets for the economic, environmental and social wellbeing of Central Bedfordshire's communities.

At a more general level, CBC's Use of Resources within corporate asset management need to be implemented over the next year to fulfil the CAA 'Use of Resources' asset management requirements under KLOE 2.3.

Combined financial and property planning must take place to produce integrated capital and revenue plans. This should result in linked property disposal and capital receipts plans, annual efficiency targets and co-ordinated investment plans.

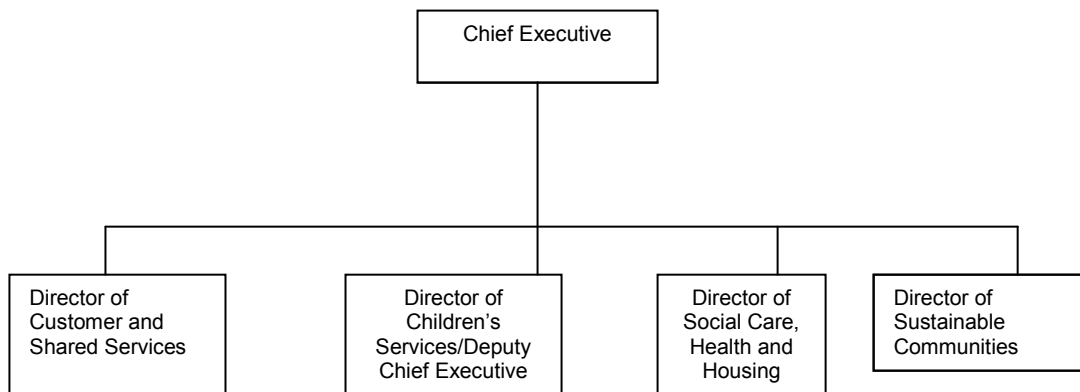
# 1. Introduction

## Local Authority Context

- 1.1 Central Bedfordshire is located on the northern fringe of London, with a population of just under 250,000. Its location places it 'on the edge' of other regional groupings such as East Midlands, South East and Eastern Regions. It is part of the Eastern Region.
- 1.2 The county has a local airport (Luton) and good north to south road rail links (the A1 and M1 go through the county), but east to west travel is more difficult, and there is concern that the area is seen as a place to travel through or commute from, rather than to stay and work in. Recent population growth has put pressure on transport infrastructure and the county is directly affected by the communities' plan which proposes a 35% increase in the number of homes cross the Milton Keynes-South Midlands area by 2031. It is critical that the Council, with its partners, responds effectively to this agenda.

## Organisation and Political Structure

- 1.3 CBC is Conservative controlled there being 54 Conservative Councillors, 11 Liberal Democrat and 1 Independent. The Council has a cabinet of 10 Councillors, including the Leader and Deputy Leader.
- 1.4 The Structure of the Corporate Management Board is shown below.



### **Financial Context**

- 1.5** The Council will agree its medium term financial strategy and capital programme for 2010/11 at its February 2010 meeting. These are linked to its key strategic objectives, and take account of both local improvement priorities and national priorities.
- 1.6** The Asset Management Plan is a key document which will have a significant impact upon future financial stability.

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**1.6 Disposal Strategy**

Where property assets are not meeting the Council's objectives either directly or through partnership arrangements, then a process of rationalisation and disposal for surplus property should be adopted that complies with the DCLG guidelines on Asset Management.

The Disposal Strategy will demonstrate that CBC is adopting a value for money approach to the rationalising or disposing of surplus or under-performing assets, subject to market conditions that may affect any such decision. Before any land or property is formally declared surplus requirements for use for other council purposes will be considered.

The Property disposals programme will be formed on the basis of the Disposals Strategy which will focus on maximising the proceeds from any disposal for the benefit of the local authority and its community.

## 2. Corporate Asset Management

### Corporate Asset Management Objectives

2.1 The aims of the Asset Management Plan will develop sound and effective corporate asset management planning and the goals of this will include:

- A strong corporate asset management organisational framework with appropriate reporting, management and decision-making structures;
- Developing and delivering an annually refreshed Asset Management Plan;
- Informing, involving and consulting all relevant stakeholders and partners in the planning and management of the corporate property resource;
- Developing and implementing sound and effective asset management planning practices and procedures;
- Challenging the existing use, need and performance of all property assets;
- Monitoring and reporting on the performance of property and property services in support of continuous improvement;
- Providing and maintaining quality property management information;
- Compliance with Level 3 CAA Key Line of Enquiry 'Use of Resources' requirements for corporate asset management by 2010 and Level 4 compliance by 2011;
- To maximise efficiency gains and savings available through the Council's property resources; and
- To identify and pursue opportunities through the asset base for disposing of surplus and under-performing assets, for releasing latent value and service delivery benefits, and for eliminating unnecessary property related risk. The default position being the disposal of non-operational assets unless there is a good reason for holding them.(See the Council's Disposal Policy at Appendix B)  
The Council's underlying policy for the financial year 2009/10 is not to dispose of any key property assets due to the recession and its affect on property values.
- To assist the regeneration of the communities in Central Bedfordshire.

2.2 Central Bedfordshire's Corporate Management Team's (CMT) responsibility for asset management will be discharged through the Corporate Asset Management Group (CAMG). The lead officer is the Director of Customer and Shared Services who chairs the CAMG. The CAMG reports to the CMT to advise the relevant Portfolio Holder who is responsible for presenting the reports to the Executive in its role as the member level decision-making body.



**2.3** The Council recognises that the delivery of effective asset management requires the support and integration of Service Directorates in supporting the framework. To assist this integration, the Council is establishing the Asset Management Working Groups (AMWG). This will be an officer group with representation from all front line and support Service Areas. The AMWGs will report directly to the CAMG.

## Responsibilities

**2.4** **The Executive Committee** are the ultimate decision makers, agreeing and amending policy in relation to Asset Management.

**2.5** **Central Bedfordshire Corporate Management Team (CMT):** has responsibility for the management of assets and will manage this through the Corporate Asset Management Group.

**2.6** Corporate Asset Management Group (CAMG): The CAMG has the following responsibilities;

- Overseeing the development, monitoring and review of the Property Strategy and AMP
- Co-ordinating, making and reporting recommendations on all corporate asset management matters.
- Monitoring and co-ordination of the Capital Programme.
- Reporting to Corporate Management Team, reviewing property and projects against agreed targets.
- Reviewing the effectiveness of the corporate property function.
- Considering and recommending proposals for the future use of land and property for acquisition/disposal.

**2.7** **Asset Management Working Group** This group will be led by Central Bedfordshire Council's (CBC) Asset Management and will have the following responsibilities:

- Chaired by the Head of Service, responsibilities include:
- Developing and implementing the Council's Property Strategy AMP under the direction of the CAMG
- Practical development and delivery of asset management practices and procedures,
- Promoting good asset management practice across the council
- Operational property management considering cross service issues and opportunities

**2.8** **Central Bedfordshire Property Assets** – the responsibilities covered by Asset Management include supporting the strategic management of the estate, including policy development which encompasses the planning and delivery of land and property management, maintenance and

development while monitoring the effectiveness of the assets in delivering to the performance standards required for service delivery.

In addition CBC Asset Management is responsible for specifying, letting, monitoring and reviewing any outsourced property services management contract, comprising property management services together with related professional and technical services as well as providing performance management arrangements for all property functions. In line with this CBC Asset Management is responsible for ensuring the Authority receives the appropriate property advice and facilitating the appropriate management structures and frameworks to enable effective property management.

**2.9 Audit Committee and Overview and Scrutiny Committee** -This body shall have the following responsibilities:

- Audit will have responsibility for monitoring the governance framework and risk in relation to the management of assets, and
- Scrutiny will have responsibility for monitoring performance in relation to the management of assets and the performance of the Corporate Asset Management Group.

## **Asset Management Practices and Procedures**

### **Setting and reviewing AMP objectives and strategy**

**2.10** The AMP will be reviewed and re-approved bi-annually to ensure alignment with the changing corporate and service objectives.

### **Asset planning and Service Asset Management Planning**

**2.11** The Asset Management Plan recommends further developments and improvements in practices and procedures to ensure that the Council manages its retained assets in line with 'best practice' corporate asset management and is identifying and providing for future accommodation needs. Key developments include:

- Production of a Corporate Asset Management Plan and systems for its review and revision
- Linked financial, service and asset planning
- Establishing an Annual Corporate Property Review system – this will be fundamental to the development of future corporate and service based asset management.
- Further developing performance management systems for property assets.
- Updated planned maintenance procedures - improvements are already underway with the prioritisation and targeting of expenditure to address legislative and health and safety risks
- Extension and refinement of existing acquisition and disposal protocols and strategies to ensure consistency across the Council, and
- Consideration of incentives to encourage greater efficiencies in the use of property by all service areas

- 
- Ensuring the Council achieves best value from its assets

### **Annual Corporate Property Review Processes**

**2.12** An integral part of the review of the AMP will be the development of a formal Annual Property Asset Review. In the initial stages of the AMP this will provide the principal means for updating and collecting information about existing assets (e.g. suitability, condition, sufficiency, costs/values, use). As the system develops, it will help to identify future accommodation needs and will support the identification of surplus and/or under-performing assets. Inherent in the review will be the identification of opportunities for more effective, efficient and/or shared use of assets, which will inform:

- the acquisition and disposal strategies
- property related capital and revenue planning and
- provide a means for consulting with internal clients

### **Capital Planning**

**2.13** Internal CBC Guidelines to link capital project planning and selection to corporate and service priorities and objectives. Developing and improving processes further will now be enabled through the corporate asset management framework. Common processes and procedures are required in order to provide a consistent and co-ordinated approach for planning and managing all aspects of acquisition, investment, disposal, project selection and management.

### **Efficiency Gains and Savings**

**2.14** The Annual Corporate Review System helps identify opportunities for securing efficiency gains and savings through the property resource.

**2.15** In addition, the collection of reliable information on the efficiency of Council buildings will provide a basis for more informed decision-making, and will highlight inefficient buildings that can be considered for rationalisation.

### **Planned Maintenance Programmes**

**2.16** The Council's property maintenance requirements will be established by annual site visits and condition surveys.

**2.17** In planning for the future, the Customer and Support Services will set out priorities that should be addressed in coming years and combine resources with Service Directorates to provide a more effective maintenance programme. The programme will be set out over three years and this is intended to be a rolling three-year programme to reflect the priorities.

**2.18** The Council also wishes to address the following:

- Early consultation with Service Directors in order that the programme can be well prioritised and planned. This will be easier as a provisional three-year programme has been set out;
- Annual review of corporate priorities, with subsequent review with Service Directors to understand their priorities;
- Enhanced provision for preventative maintenance; and
- It is hoped to introduce a rolling programme of condition surveys to coincide with the 20% per annum of valuations.
- Cost in use plus environmental impact of each building is collected and used to prioritise work.

**2.19** In addition, work has started on how central funds can be matched with funds devolved down to establishment level, in order to ensure maximum effectiveness of spending.

**2.20** The introduction of these measures will enable the Council to start addressing the backlog of maintenance within some of the operational facilities.

#### **Procurement (property and property services)**

**2.21** CBC will carry out a review of the supply chain to establish a more effective procurement process for the maintenance and development of the assets. The aim is to establish a system that improves the delivery of service in terms of response times, reliability, quality and economy. This review will involve consultation with Service Directors and representatives from the supply side.

#### **Accommodation for the Future**

**2.22** As part of the approach to improving space utilisation, the Council is seeking to introduce more flexible working. Experience elsewhere shows that the introduction of flexible working approaches are most successful where there is a service rationale for changes to be made which are then facilitated by property solutions. There is now close liaison through the Total Place project with Luton Borough Council to form a pathfinder project for co-location of accommodation between all public bodies within our two areas and for Partnership Working. As a first step, a usage survey is to be undertaken to identify which of the following 7 categories each function across the Council fits into:

- Office based worker - fixed desk worker
- Field worker - worker relying almost exclusively on mobile technology
- Home worker – fixed home worker
- Mobile touchdown – a user who divides time between the office and working in itinerant locations, who can access work via touch down location in the office where mobile devices can be uploaded

- Home touchdown – a user who divides time between home working and working in itinerant locations, who can access work via a home terminal where mobile devices can be uploaded.
- Occasional home worker – a user who needs to be in the office at least part of the week but can work from home on certain days
- Ad hoc/mobile/remote users – a user who is based in multiple locations and needs to work in each of these locations

The second step is to establish office standards that link to each of the above categories which will cover technology requirements as well as space standards and provide opportunities for Partnership Working.

### **Performance Management**

- 2.23** There has been little data collected to date about the performance of the Legacy Council's property assets or its property services. New measures and Benchmarking facilities are being developed to help to underpin the actions that will be introduced to develop a stronger performance management approach in the use, management and procurement of the Council's assets.
- 2.24** The data to be collected will be used to inform the future use of property for the Council. Integrated performance data for sufficiency, suitability and condition will be held for all CBC's Schools in an Schools Asset Management Plan.
- 2.25** Property Assets will engage with Directors to establish performance standards for property. At the highest level these will address suitability, sufficiency, condition, cost and environmental impact.
- 2.26** These measures will be amalgamated to provide a combined assessment of the performance of property resource in line with both corporate and service objectives.
- 2.27** In relation to the performance, a matrix will be developed to assess the effectiveness of delivery in key areas. This matrix will address the delivery of the services at operational level. Performance will be monitored to establish the effectiveness of service delivery in relation to cost, time and quality and customer satisfaction.
- 2.28** Performance monitoring is required in the four key areas of:
- Asset management plan
  - Capital Programme Management
  - Repair and Maintenance Management
  - Property Services Provider Performance

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All areas are to be reported quarterly to CAMG with quarterly reporting to CMT and the Executive. It is proposed that the quarterly cycles should be the same as those for financial reporting.

### **Asset Management Plan**

- 2.29** The Asset Management Plan will be refreshed annually and it is envisaged to undertake a full review every 2 years.
- 2.30** As asset management matures, the reporting areas will include other areas such as:
- Improvement of the asset base for better alignment with service delivery
  - Performance of property, e.g. Energy effectiveness

### **Capital Programme Management**

- 2.31** Quarterly progress reports will be submitted to CAMG reflecting on the delivery of the capital programme against the approved programme. Management actions are to be activated at this level and full regular reports on the capital programme progress and delivery will be reported through the asset management framework to CMT and the Executive.
- 2.32** The capital programme progress report will be read in conjunction with performance reports from Property Assets. These will cover non-financial issues relating to the delivery of the property elements of the capital programme, such as the impact of project delivery on the suitability of properties affected.

### **Repair and Maintenance Management**

- 2.33** Quarterly progress reports will be submitted to CAMG reflecting on the delivery of the repair and maintenance against the approved programme. This will be a consolidated report of all expenditure on maintenance, whether financed from revenue or capital. Reports to CMT and Executive will summarise the management actions taken by CAMG since the last report. In addition to reporting on expenditure, the report will identify the effect of the programme delivery on the suitability of the properties affected.

### 3. Statement of Existing Estate

#### Summary Overview of LA Asset Base

3.1 In 2009 the Council's asset base consists of over 7000 Properties (land and buildings) with a total asset value of over £1.5 Billion. This figure excludes the smallest incidental land which is often associated with housing and highways for which a notional valuation is applied. Table 3.1 shows the number of property assets broken down as operational (Assets supporting frontline service delivery) and non-operational. These figures are based on the Asset Valuations undertaken as at March 2009 by the three legacy Councils.

**Table 3.1 – Central Bedfordshire Council's Asset Base as at March 2009**

Service Area	Operational Properties	Non-operational Properties	Total Properties
Residential Council Housing	£600,000,000		
School and Associated	768,000,000		
Other Land and Buildings	77,000,000	23,000,000	
Investment Properties		70,000,000	
<b>As a Percentage %</b>	94%	6%	
<b>Total Value of Properties</b>	1,445,000,000	93,000,000	

#### Energy

3.2 The Council has a commitment to reduce the energy consumption of their buildings and provide a comprehensive service for most sites, which are the majority of the Council's portfolio providing direct and indirect services (only a few small sites with small buildings and minimal or no energy use are not included).

Table 3.2 Total CO<sup>2</sup> in Thousands of tonnes

	MWh	Cost Ex VAT	CO <sup>2</sup> Thousands Tonnes
Electricity	34,458		
Gas	63,911		
Oil	2	£3,237,839	30,284

- 3.3** Using benchmark performance information for guidance, Central Bedfordshire Council has a policy of identifying and investing in those sites with the greatest potential for cost effective savings. In parallel, there are also continuing improvements in energy procurement, measurement technology, training and design advice. Working with the Carbon Trust this Council has been selected as one of the participating Councils on the Local Authority Carbon Management Programme to assist us to implement our strategies to reduce our carbon footprint.

## Backlog Maintenance

### Current Position

- 3.4** Information relating to maintenance backlog is compiled using the information obtained from regular property inspections. As at September 2009, CBC identified backlog maintenance of £61.191 million and this is all on schools property.
- 3.5** The condition data is composed of individual records against the DfES, Commercial and Housing elements and an estimation of the urgency of the maintenance required. The urgency classification is a combination of CBC and DfES approaches giving a range of 4A (best) to 1D (worst). Table 3.5 sets out an analysis of the current position.

Table 3.5 - Summary by condition (£000's)

Analysis by condition	Schools	Other	Total
<b>Urgent</b>	£000s		
Requiring attention within 6-12 months (1c,d)	8,877		
Requiring attention within 12-24 months (2c,d)	33,830		
<b>TOTAL</b>	<b>42,707</b>		
<b>Non Urgent</b>			
Requiring attention within 12-24 months (2a,b)	16,497		
Requiring attention within 24-36 months (3a,b,c d)	1,558		
Requiring attention within 36-48 months (4a,b,c d)	429		
<b>TOTAL</b>	<b>18,484</b>		
<b>Overall Backlog</b>	<b>61,191</b>		<b>61,191</b>



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**Forward Planning**

- 3.6** The summary of condition is being used by CBC to prioritise the allocation of resources to ensure:
- Compliance with legislation and health and safety requirements
  - Maintaining service delivery
  -
- 3.7** These drivers impact on property in specific areas, in planning for expenditure on maintenance minimising the risk of failure in these areas is to be given priority, resulting in resources being targeted towards:
- Roofs;
  - External windows and doors;
  - Mechanical services;
  - Electrical services; and
  - External surfaces
- 3.8** In preparing the programme CBC will implement a three year rolling plan with the inclusion of specific areas of planned maintenance programmes to address re-roofing, windows, walling, boiler replacement, re-wiring and paving.
- 3.9** The inclusion of condition surveys with the programme is considered essential to establish the most reliable quantification of the backlog, and an assessment as to the pace at which the assets are deteriorating.

**Disability Discrimination Act (DDA)**

- 3.10** The DDA places a legal duty on all those that provide a service to the public to make reasonable adjustments to the physical environment of their premises to ensure that disabled people can access their service. The Best Value Performance Indicator (BVPI) 156 is a measurement of the number of an Authority's properties that are open to the public and the number of such buildings in which all public areas are suitable for and accessible to disabled people. CBC has in place, a process for non school properties under BVPI 156 in which all public buildings have been assessed against DDA requirements and a data base maintained. Each site has been assessed either by on-site staff or by property professionals now recently trained as NRAC Auditors against part M or Best Practice. Each year feasibility studies will be undertaken on a number of properties to assess the technical work.

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## 4. Summary of Key Changes

This section updates progress on the key changes that were identified to deal with the property issues that Central Bedfordshire Council is facing and to help the Council be better positioned to meet with its future property and property services requirements.

### Gap Analysis

- 4.1** The table below (Table 4.1) summarises the key property issues and necessary changes grouping them into
1. 'Property Assets and Accommodation' and
  2. 'Asset Management Practices and Procedures'.
- 4.2** Asset management and new build proposals tend to be considered within service delivery boundaries, as indicated in the Table below. However, there is a great deal of commonality across the service areas and cross-service and / or partnership approaches should provide the way forwards for future solutions. The steps to develop corporate asset management at CBC, as explained in sections 3 and 4, are fundamental to forging a more corporate approach in planning and providing for future property needs.
- 4.3** Although this gap analysis portrays a highly demanding property change agenda this may also open up new opportunities for the Council to explore and exploit. Future accommodation and development options may also pave the way for creating new capital and revenue generation, Partnership Working and regeneration opportunities at the same time as releasing service delivery benefits and improved performance.
- 4.4** Total Place requires CBC to work with Luton Borough Council to provide a plan for the potential of Partnering and joint working with all the other public bodies within the two geographical areas. Joint working and co-locating between public sector bodies is recommended by DCLG to deliver greater efficiencies.

Table 4.1 - Gap Analysis Table

Gap Analysis Table	Key Property Issues	Changes Needed
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;">General/Corporate Issues</div>	<ul style="list-style-type: none"> <li>▪ Assets and asset management to facilitate delivery of:                             <ul style="list-style-type: none"> <li>▪ Medium and Longer Term Financial Strategy and Budget Strategy</li> <li>▪ Annual Efficiency Target</li> </ul> </li>   <li>▪ Assets and asset management to facilitate delivery of ICT enabled service delivery and workstyle objectives (CBC yet to agree strategies for ICT, e-Government, Customer Access and Workstyle)</li> </ul>	<p><b>AMP Capital and Revenue Programmes and Targets</b></p> <ul style="list-style-type: none"> <li>▪ Corporate Asset Management group to develop AMP Capital and Revenue Programmes and Targets alongside development of Financial and Budget Strategies and Annual Efficiency Targets during 2006/07</li> </ul> <p><b>Disposals Programme</b></p> <ul style="list-style-type: none"> <li>▪ CBC Corporate Asset Management group to identify property disposals and match capital receipts targets. This to be undertaken with client Directorate as part of council-wide Annual Corporate Property Review</li> </ul> <p><b>Strategic Review of Offices</b></p> <ul style="list-style-type: none"> <li>▪ CBC Corporate Asset Management group to complete the current Strategic Review of Offices. This to provide the basis for the subsequent development and delivery of interim and long term <b>Office Accommodation Strategy</b></li> </ul>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;">Children Families &amp; Learning</div>	<ul style="list-style-type: none"> <li>▪ Development of funded programme of improvements to deliver the 35 - 40 School based Children's Centres by 2010</li> <li>▪ Development and delivery of refurbishment and upgrade programme to provide extended services childcare in all schools</li> <li>▪ Development and delivery of DCSF AMP modernisation proposals to address condition, suitability and sufficiency shortcomings across school portfolio</li> </ul>	<p><b>Children Families &amp; Learning Services Strategic Asset Management Plan (Education and non-Education)</b></p> <ul style="list-style-type: none"> <li>• Corporate asset management team to support and work in conjunction with Children's Services asset management team to produce and deliver a Strategic Asset Management Plan for total Children, Families and Learning Services portfolio. This Services Strategic Asset Management Plan to identify and establish action plans for all the key property issues needed to meet with future schools delivery plans. The Services will consult upon the capital programme with schools through the schools forum and appropriate sub groups of the statutory Children's trust</li> </ul>

Gap Analysis Table	Key Property Issues	Changes Needed
	<ul style="list-style-type: none"> <li>▪ Development and delivery of construction programme to provide 2 new schools per annum plus additional short-term temporary accommodation (linked to Bedfordshire Growth Agenda)</li> <li>▪ Building Schools for the Future programme will see significant investment in the schools portfolio as the government aims to rebuild or renew every secondary school in England over a 10-15 year period</li> </ul>	<ul style="list-style-type: none"> <li>• To develop and produce capital and revenue plans and programmes to support the Children Families &amp; Learning Services Strategic Asset Management Plan. The Director for Children Families &amp; Learning will report annually on capital spend to the school forum</li> <li>• CBC Strategic Property team to oversee delivery of Children Families &amp; Learning Services Strategic Asset Management Plan.</li> </ul> <p>Strategic Review of Building Schools for the Future</p>
<div style="border: 1px solid black; padding: 5px; text-align: center; width: fit-content; margin: auto;">Sustainable Communities</div>	<ul style="list-style-type: none"> <li>• To develop an Economic Development and Regeneration Strategy to clarify CBC approach to supporting and enabling Bedfordshire's growth, regeneration and urban renaissance agendas</li> <li>• To provide new waste treatment plant and new re-cycling facilities</li> <li>• To review and rationalise existing depot facilities and to provide new depot</li> <li>• Delivery of Local Transport Plan</li> <li>• CBC to promote high quality and sustainable design; local distinctiveness and sense of place</li> </ul>	<p><b>Economic Development and Regeneration Estate Strategy</b></p> <ul style="list-style-type: none"> <li>• CBC Corporate asset management group to develop and produce Estate Strategy to support over-arching Economic Development and Regeneration Strategy in conjunction with client Directorate and other relevant stakeholders/partners</li> <li>• Estate Strategy to incorporate capital and revenue plans</li> <li>• CBC Strategic Property team to oversee delivery of Estate Strategy</li> </ul> <p><b>Waste and Recycling Facilities</b></p> <ul style="list-style-type: none"> <li>• CBC Strategic Property team to support and work in conjunction with client for review of and re-provision plans for new waste treatment and re-cycling facilities. Review to incorporate capital and revenue plans.</li> </ul> <p><b>Depot Review</b></p> <ul style="list-style-type: none"> <li>• CBC Strategic Property team to work with client for delivery of Depot Review and implementation of Plans</li> </ul> <p><b>Highways Land Acquisition Programmes</b></p> <ul style="list-style-type: none"> <li>• CBC Strategic Property team to oversee development and delivery of land acquisition programmes to support Local Transport Plan</li> </ul> <p><b>Business Case and Options Appraisal</b></p> <ul style="list-style-type: none"> <li>• CBC Corporate Asset Management group to include these criteria in capital programme and business case appraisals as part of the proposed new and improved asset management practices and procedures.</li> </ul>

Gap Analysis Table	Key Property Issues	Changes Needed
	<ul style="list-style-type: none"> <li>Green Infrastructure Objectives</li> </ul>	<ul style="list-style-type: none"> <li>Review energy efficiency performance of assets, develop and implement action plans to improve performance</li> </ul> <p><b>Green Infrastructure Development and Protection</b></p> <ul style="list-style-type: none"> <li>CBC Corporate Asset Management group to work in conjunction with client department to identify how existing assets (eg farms and country parks) can support delivery of green infrastructure objectives eg:</li> <li>Any new build to be in line with 'greener' environmental objectives</li> </ul>
<div style="border: 1px solid black; padding: 5px; text-align: center; width: fit-content; margin: auto;">SocialCare Health Housing</div>	<ul style="list-style-type: none"> <li>Development and delivery of property and capital programmes for purposes of:                             <ul style="list-style-type: none"> <li>Re-provision of Residential Care</li> <li>Re-provision and upgrade of Day Centres</li> <li>Additional community facilities and services for new/increased settlements under Bedfordshire Growth and Regeneration agenda</li> <li>Upgrading of libraries as more 'multi-purpose' community facilities</li> </ul> </li> <li>Co-location and inter-transfer of CBC and health services' staff</li> </ul>	<p><b>Social Care, Health and Housing Estate Strategy</b></p> <ul style="list-style-type: none"> <li>CBC Corporate Asset Management team to support and work in conjunction with client department to review existing estate and to produce and deliver business cases and delivery plans for meeting with future Service delivery requirements, including those highlighted in this table to include:                             <ul style="list-style-type: none"> <li>Residential Care</li> <li>Day Centres</li> <li>New Community Facilities</li> </ul> </li> <li>Corporate Asset Management team to include in the Long Term Accommodation Plan</li> </ul>
<p><b>2. Asset Management</b></p>	<p><b>Practices and Procedures</b></p>	<p><b>2. Asset Management</b></p>
<div style="border: 1px solid black; padding: 5px; text-align: center; width: fit-content; margin: auto;">General / Corporate Issues</div>	<ul style="list-style-type: none"> <li>Ensure compliance with CAA Key Line of Enquiry assessment for asset related 'Use of Resources' assessment with achievement of Level 2 (minimum) compliance in 2009/10 and Level 3 in 2010/11.</li> </ul>	<p><b>Asset Management Healthcheck Recommendations and Implementation Plan</b></p> <ul style="list-style-type: none"> <li>CBC Corporate Asset Management team to deliver Asset Management Healthcheck Recommendations and Implementation Plan including:                             <ul style="list-style-type: none"> <li>Create Asset Management Planning framework and Intelligent Client function</li> <li>Appoint Corporate Property Officer</li> <li>Produce and circulate Property Services Partnership guidance</li> <li>Develop and implement Communication Strategy explaining new corporate asset management arrangements</li> <li>Improve Property Management Information</li> <li>Develop and implement Annual Corporate Property Review</li> </ul> </li> </ul>

Gap Analysis Table	Key Property Issues	Changes Needed
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;"> <p style="text-align: center;"><b>General / Corporate Issues</b></p> </div>	<ul style="list-style-type: none"> <li>▪ Deal with current maintenance backlog requirements and seek to satisfactorily maintain retained assets within resources available, meeting</li> </ul>	<ul style="list-style-type: none"> <li>○ Develop Property Disposals and Acquisition protocols</li> <li>○ Review and overhaul capital project bidding, business case development, risk management, and evaluation processes</li> <li>○ Develop and implement performance management systems for property and property services</li> <li>○ Produce timetable for routine asset management performance reports to members, CMB, CAMG and wider Service Areas</li> <li>○ Develop and implement stakeholder and customer consultation processes</li> <li>○ Produce Service Asset Management Plans for client departments</li> <li>○ Introduce incentives for more efficient use of space and accommodation</li> <li>○ Develop and implement standardised project management and post-completion evaluation practices</li> </ul> <p><b>CAA 'Use of Resources' Improvements</b></p> <ul style="list-style-type: none"> <li>• In addition to the above, AMP Recommendations to ensure:</li> <li>• Level 2 requirements             <ul style="list-style-type: none"> <li>○ Up to date Corporate Asset Management Plan</li> <li>○ Fully comprehensive and up to date asset register</li> </ul> </li> <li>▪ Level 3 requirements             <ul style="list-style-type: none"> <li>○ Local performance measures as part of established performance management system</li> <li>○ Option appraisal and whole life cycle costing for all property investment capital programme and disposal decisions</li> </ul> </li> </ul> <p><b>Planned Maintenance System</b></p> <ul style="list-style-type: none"> <li>▪ Develop and implement a comprehensive planned maintenance system based upon a rolling programme of condition surveys. To be developed and delivered in consultation with the client Departments.</li> </ul>

**Central Bedfordshire Council  
Forward Plan of Key Decisions  
1 March 2010 to 28 February 2011**

- 1) During the period from **1 March 2010 to 28 February 2011**, Central Bedfordshire Council plans to make key decisions on the issues set out below. “Key decisions” relate to those decisions of the Executive which are likely:
- to result in the incurring of expenditure which is, or the making of savings which are, significant (namely £200,000 or above per annum) having regard to the budget for the service or function to which the decision relates; or
  - to be significant in terms of their effects on communities living or working in an area comprising one or more wards in the area of Central Bedfordshire.
- 2) The Forward Plan is a general guide to the key decisions to be determined by the Executive and will be updated on a monthly basis. Key decisions will be taken by the Executive as a whole. The Members of the Executive are:

Member	Portfolio
Cllr Mrs Tricia Turner MBE	Chairman of the Executive and Leader of the Council
Cllr Richard Stay	Vice-Chairman of the Executive and Deputy Leader of the Council and Portfolio Holder for Business Transformation
Cllr Mrs Rita Drinkwater	Portfolio Holder for Housing
Cllr Mrs Carole Hegley	Portfolio Holder for Social Care and Health & Portfolio Champion for Business Transformation
Cllr Maurice Jones	Portfolio Holder for Corporate Resources
Cllr Mrs Anita Lewis	Portfolio Holder for Children’s Services
Cllr Steve Male	Portfolio Holder for Culture and Skills & Portfolio Champion for Business Transformation
Cllr Ken Matthews	Portfolio Holder for Economic Growth and Regeneration
Cllr David McVicar	Portfolio Holder for Safer and Stronger Communities
Cllr Tom Nicols	Portfolio Holder for Sustainable Development & Portfolio Champion for Business Transformation

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

Meeting Date	Publication of Agenda
12 May 2009	01 May 2009
23 June 2009	15 June 2009
21 July 2009	13 July 2009
18 August 2009	10 August 2009
15 September 2009	7 September 2009
13 October 2009	5 October 2009
10 November 2009	2 November 2009
8 December 2009	30 November 2009
12 January 2010	4 January 2010
9 February 2010	1 February 2010
9 March 2010	1 March 2010
6 April 2010	25 March 2010



# Central Bedfordshire Council

## Forward Plan of Key Decisions for the period 1 March 2010 to 28 February 2011

### Key Decisions

Date of Publication: 2 February 2010

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
1.	Creasey Park Community Football Development Centre -	To award the building contract to build the Football Development centre.	9 March 2010	Stakeholder group Ward members PFH	Football Foundation Grant Conditions	Cllr Stephen F Male Comments by 10/02/10 to Contact Officer: Jill Dickinson, Community Services Manager jill.dickinson@centralbedfordshire.gov.uk Tel: 0300 300 2258
2.	Central Bedfordshire Council's Pledge to Looked After Children and Young People -	To approve the Central Bedfordshire Council's Pledge to looked after children and young people.	9 March 2010	Corporate Parenting Panel (12 February 2010 meeting)	Report and Pledge	Cllr Mrs Anita M Lewis Comments by 10/02/10 to Contact Officer: Jacqueline Barry, Care Matters Project Manager jacqueline.barry@centralbedfordshire.gov.uk Tel: 01234 276777

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
3.	Transforming Teaching and Learning: Central Bedfordshire's Educational Vision -	To approve Central Bedfordshire's Educational Vision which sets out the challenges to learning transformation and options for the future realisation of our aspirations.	9 March 2010		Report	Cllr Mrs Anita M Lewis Comments by 10/02/10 to Contact Officer Patrick Shevlin, Assistant Director Learning & Schools Support patrick.shevlin@centralbedfordshire.gov.uk Tel: 0300 300 6821

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
4.	EU Programmes Report -	The Executive to approve the Central Bedfordshire European Programme for 2010-13. The programme will include the European Social Fund (ESF), European Regional Development Fund (ERDF) and will give Members an update on other activity such as the Rural Development Programme for England (RDPE) and the Framework 7 European funds that support research and development in enterprises to benefit economic growth in Central Bedfordshire.	9 March 2010	LSP and Thematic Partnership for Environment and Economy EEDA Members' Bulletin and Cabinet Briefing Note Consultation Events	Report	Cllr Ken C Matthews Comments by 10/02/10 to Contact Officer Sarah Hughes, Head of Regeneration and Skills Sarah.hughes@centralbedfordshire.gov.uk Tel: 0300 300 6166

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
5.	People Strategy -	To request the Executive to sign off the People Strategy for Central Bedfordshire.	9 March 2010	Draft Strategy will go through consultation with key stakeholders during November and early December 2009	People Strategy	Cllr Maurice R Jones Comments by 10/02/10 to Contact Officer: Gordon McFarlane, Acting Assistant Director Human Resources and Organisational Development gordon.mcfarlane@centralbedfordshire.gov.uk Tel: 0300 300 6651
6.	Home to School Transport Policy -	To approve changes to the Home to School Transport Policy.	9 March 2010	28 day consultation using Internet and consultation meetings starting 6 January 2010.	Revised Policy	Cllr Mrs Anita M Lewis Comments by 10/02/10 to Contact Officer: Sylvia Gibson, Interim Assistant Director, Policy, Planning and Commissioning sylvia.gibson@centralbedfordshire.gov.uk Tel: 0300 300 5522
7.	Social Care and Health Prevention Strategy -	To approve the consultation of the strategy prior to submission to Council.	9 March 2010		Report	Cllr Mrs Carole Hegley Comments by 10/02/10 to Contact Officer: Mr M Janes, Interim Assistant Director, Commissioning mark.janes@centralbedfordshire.gov.uk

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
8.	Homelessness Strategy -	To recommend adoption of statutory strategy for Central Bedfordshire	9 March 2010		Report	Cllr Mrs Rita J Drinkwater Comments by 10/02/2010 to Contact Officer: Julie Ogley, Director of Social Care, Health and Housing julie.ogley@centralbedfordshire.gov.uk Tel: 0300 300 4221
9.	Adoption of Central Bedfordshire Council Private Sector Housing Renewal Policy -	To adopt the renewal policy to meet legislative requirements.	9 March 2010		Draft document	Cllr Mrs Rita J Drinkwater Comments by 10/02/2010 Nick Costin, Head Private Sector Housing nick.costin@centralbedfordshire.gov.uk Tel: 0300 300 5219
10.	Conservation Area Reviews -	To approve the Conservation Area Approvals for the wards of Toddington, Dunstable, Barton, Egington, Linslade, Streatley, Shefford, Millbrook and Heath and Reach.	9 March 2010		Report	Cllr Tom Nicols Comments by 10/02/10 to Contact Officer: Andrew Davie, Head of Development Management (North) andrew.davie@centralbedfordshire.gov.uk Tel: 0300 300 4426

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
11.	Highways Contract Novation -	Following the paper received on 14 April 2009, this paper updates the Executive on progress made on negotiations with Bedford Borough Council (BBC) to secure highways services in Central Bedfordshire. The paper will inform Members of expected dates for novating the existing highways contract and identify any risks/costs to service provision.	9 March 2010		Report	Cllr David McVicar Comments by 10/02/10 to Contact Officer: Basil Jackson, Assistant Director Highways basil.jackson@centralbedfordshire.gov.uk Tel: 01234 228601
12.	Care Matters Pledge -	To adopt the care Matters pledge which sets out the minimum standards and commitments of Central Bedfordshire to children in its care in line with the Children Act 1989, the Children and Young Persons Act 2008 and the Leaving Care Act 2000.	9 March 2010	Children and Young People Children in Care Council Corporate Parenting Panel	Report	Cllr Mrs Anita M Lewis Comments by 10/02/10 to Contact Officer: Martin Pratt, Deputy Director Children Families and Learning and Assistant Director Specialist Services martin.pratt@centralbedfordshire.gov.uk Tel: 0300 300 4484

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
13.	Review of Eligibility Criteria for Fair Access to Care Services -	To adopt the policy as recommended.	9 March 2010	<p>Members of the Social Care, Health &amp; Housing Overview &amp; Scrutiny Committee (by way of consultative report and final report.</p> <p>Staff within Social Care &amp; Health (by way of intranet, staff newsletter 'Connect' and management briefings</p> <p>Partner agencies and voluntary and charitable organisations (by way of correspondence and relevant business meetings already programmed to occur)</p> <p>Existing and potential services users/all adults in Central Bedfordshire (in collaboration with the Council's Communication Team, use some of the pre-arranged consultative forums and contacts; an item on the website inviting feedback and item in the Council's free magazine 'News Central'.</p>	Report	<p>Cllr Mrs Carole Hegley</p> <p>Comments by 10/02/2010 to Contact Officer:</p> <p>Althea Mitcham, Head of Business Infrastructure</p> <p>althea.mitcham@centralbedfordshire.gov.uk</p>

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
14.	Agreement of Statutory Public Protection Plans -	To agree the Plans for food law, health & safety and underage sales.	9 March 2010	tbc	Report	Cllr David McVicar Comments by 10/02/10 to Contact Officer: Susan Childerhouse, Head of Public Protection (North) susan.childerhouse@centralbedfordshire.gov.uk Tel: 01462 611394
15.	Contaminated Land Strategy -	To agree the risk rating for contaminated land sites in Central Bedfordshire and approve the strategy.	9 March 2010	tbc	Report and Strategy	Cllr David McVicar Comments by 10/02/10 to Contact Officer: Susan Childerhouse, Head of Public Protection (North) susan.childerhouse@centralbedfordshire.gov.uk Tel: 01462 611394
16.	Award of the External and Internal Decorations Contract 2010 - 2015 -	To award the contract for external and internal decorations contract 2010 - 2015.	9 March 2010	Internal Consultation	Report	Cllr Mrs Rita J Drinkwater Comments by 10/02/10 to Contact Officer: Tony Keaveney, Assistant Director Housing Services tony.keaveney@centralbedfordshire.gov.uk Tel: 0300 300 5210



Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
17.	Internal Business Plan - Central Bedfordshire, Energy and Recycling Project (CBEaR) -	To approve the Internal Business Plan for the CBEaR Project for the procurement of an integrated waste treatment facility.	6 April 2010	Consultation will take place with Parish Councils, Ward Members, Portfolio Holders for Safer and Stronger Communities and Corporate Resources and Sustainable Communities Overview and Scrutiny Committee.	Report to Executive and Internal Business Plan	Cllr Budge Wells Comments by 10/03/10 to Contact Officer: Alan Fleming, Project Director, Sustainable Communities alan.fleming@centralbedfordshire.gov.uk Tel: 0300 300 6968
18.	The Central Bedfordshire Council Communication Strategy -	To approve the strategy.	6 April 2010	Consideration will be given by: Portfolio Holder Chief Executive CMT (27 Jan) Business Transformation OSC	Draft Strategy	Portfolio for Business Transformation Comments by 10/03/10 to Contact Officer: Georgina Stanton, Assistant Director Communications georgina.stanton@centralbedfordshire.gov.uk Tel: 0300 300 4438
19.	Agreement of Statutory Community Safety Plans -	To agree the Community Safety Plans and associated plans and strategies including domestic abuse, drugs and alcohol.	6 April 2010	Theamatic Partners Key Stakeholders Responsible Authorities	Report	Cllr David McVicar Comments by 10/03/10 to Contact Officer: Jeanette Keyte, Community Safety Manager jeanette.keyte@centralbedfordshire.gov.uk Tel: 0845 849 6252

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20.	Climate Strategy -	Adoption of the Climate Strategy and approach of the Council to tackling climate change. Agreement and adoption of carbon footprint reduction targets for the Council's services and operations.	6 April 2010	Key staff consulted via Climate Change Management Board	Report and supporting documents	Cllr Richard Stay Comments by 10/03/10 to Contact Officers: Elaine Malarky, Head of Policy elaine.malarky@centralbedfordshire.gov.uk Stephen.mooring@centralbedfordshire.gov.uk
21.	Statutory proposals to merge Sunnyside and Hitchmead Special Schools -	To consider whether to approve the statutory proposals published on 15th January 2010 to make and enlargement by expansion to Sunnyside and to discontinue Hitchmead	6 April 2010	Informal consultation took place between 14 September and 23 October 2009. Formal consultations including statutory notices.	None.	Cllr Mrs Anita M Lewis Comments by 10/03/10 to Contact Officer: Sylvia Gibson, Interim Assistant Director, Policy, Planning and Commissioning sylvia.gibson@centralbedfordshire.gov.uk Tel: 0300 300 5522
22.	Web Development Strategy -	To approve the expenditure for the implementation of the proposed web strategy.	6 April 2010	Customer Interviews - 10/11 Dec 09 Service user interviews throughout Dec 09 & Jan 10 Member customer stories 07/01/10	Report	Cllr Richard Stay Comments by 10/03/10 to Contact Officer: Georgina Stanton, Assistant Director Communications georgina.stanton@centralbedfordshire.gov.uk Tel: 0300 300 4438

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23.	Development of a Uniformed Presence for Central Bedfordshire -	To consider the options available for Central Bedfordshire to undertake enforcement of a range of environmental and community safety legislation (including the Environmental Protection Act (EPA) and Clean Neighbourhoods and Environment Act (CNEA)) and exploring the role that a uniformed team has in that respect.	6 April 2010	Relevant Portfolio Holders Key Stakeholders Sustainable Communities Overview & Scrutiny Committee – 25 March 2010	Report	Cllr David McVicar Comments by 10/03/10 to Contact Officer: Jane Moakes, Assistant Director Community Safety & Public Protection jane.moakes@centralbedfordshire.gov.uk Tel: 0300 300 5441
24.	Consultation on the Draft East of England Plan to 2031 -	To agree the Council's response to the draft plan.	6 April 2010		Report	Cllr Tom Nicols Comments by 10/3/10 to Contact Officer: Richard Fox, Head of Development Plan richard.fox@centralbedfordshire.gov.uk Tel: 0300 300 4105

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25.	Flitwick Community Football Development Centre and Flitwick Leisure Centre Redevelopment -	To approve a detailed business case for football development, and an outline business case for the provision of the leisure centre.  To award design and build contract for football development.	6 April 2010	Sport England Redborne Upper School Flitwick Eagles Football Club The Football Association  Flitwick Town Council meeting with PFH on 16 July 2009 agreed current approach to citing the football facilities.	Report	Cllr Stephen F Male Comments by 10/03/10 to Contact Officer Roy Waterfield, Assistant Director Leisure and Culture, Libraries, Adult and Community Learning roy.waterfield@centralbedfordshire.gov.uk Tel: 0300 300 4239
26.	Approach to Business Transformation -	To set out the strategic approach for transformation and improvement of the Council to meet its corporate plan vision.	6 April 2010		Report	Cllr Richard Stay Comments by 10/03/10 to Contact Officer: Clive Jones, Assistant Director Business Transformation & Customer Services clive.jones@centralbedfordshire.gov.uk Tel: 0300 300 4168

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27.	Equalities Scheme -	Approval of the Council's Equality and Diversity Scheme which sets out the Council's vision and approach to ensuring all sections of the community get high quality services appropriate to their need and also sets out how the Council will meet its legal responsibilities to ensure equality and diversity is integrated in to its service planning, delivery and human resource systems.	4 May 2010	Portfolio Holder for Business Transformation Divisional Management Teams CBC Equalities Forum Officer Workshops (June - October 2009)  The development of the Scheme has included consideration of national and local consultation evidence relating to the nature of inequality.	Report Draft Scheme and Action Plan	Cllr Richard Stay Comments by 07/04/10 to Contact Officer: Elaine Malarky, Head of Policy elaine.malarky@centralbedfordshire.gov.uk Tel: 01234 228269
28.	Site Allocations Development Plan Document -	To approve the Document prior to submission to the Planning Inspectorate (May 2010)	4 May 2010	Portfolio Holder (Sustainable Development)	Report	Cllr Tom Nicols Comments by 07/04/10 to Contact Officer: Patrick Akindude, Principal Planning Officer patrick.akindude@centralbedfordshire.gov.uk Tel: 01462 611406

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
29.	Community Engagement Strategy and Delivery Plan -	Approval of the finalised Strategy and Delivery Plan which follows the key principles agreed at the October Executive.	4 May 2010		Report	Cllr Richard Stay Comments by 07/04/10 to Contact Officer: Ian Porter, Assistant Director Policy, Partnerships & Performance ian.porter@centralbedfordshire.gov.uk Tel: 0300 300 6529
30.	Safeguarding Annual Report of the Local Safeguarding Children Board -	To receive the report of the LCSB which sets out how the Central Bedfordshire and Partners have met their statutory duties of the authority and how we will work with partner agencies locally to ensure that children are safe.	4 May 2010		Report	Cllr Mrs Anita M Lewis Comments by 07/04/10 to Contact Officer: Martin Pratt, Deputy Director Children Families and Learning and Assistant Director Specialist Services martin.pratt@centralbedfordshire.gov.uk Tel: 0300 300 4484
31.	Bedfordshire Music Service -	To consider options with regard to future governance and management arrangements for the Bedfordshire Music Service	4 May 2010		Report	Cllr Stephen F Male Comments by 07/04/10 to Contact Officer: Roy Waterfield, Assistant Director Leisure and Culture, Libraries, Adult and Community Learning roy.waterfield@centralbedfordshire.gov.uk Tel: 0300 300 4239

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32.	Sandy Sports and Recreation Centre Extension -	To appoint the building contract for Sandy Sports and Recreation Centre Extension.	4 May 2010	Stakeholder Group Ward Members Portfolio Holder	Report and October 2009 Executive Report	Cllr Stephen F Male Comments by 07/04/10 to Contact officer: Jill Dickinson, Community Services Manager jill.dickinson@centralbedfordshire.gov.uk Tel: 0300 300 4258
33.	Child in Need Policy -	To agree the policy which sets out the eligibility criteria for services based on the levels of need of children and their families. It responds to the statutory duties to support children in need.	8 June 2010		None.	Cllr Mrs Anita M Lewis Comments by 12/05/10 to Contact Officer: Martin Pratt, Deputy Director Children Families and Learning and Assistant Director Specialist Services martin.pratt@centralbedfordshire.gov.uk Tel: 0300 300 4484

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
34.	Child Poverty Strategy -	To agree the strategy which sets out how the Local Authority and its partners intend to reduce child poverty by 2020. This includes 4 targets (relative low income, material deprivation, absolute poverty and persistent poverty). This includes a needs assessment to describe the characteristics of child and family within Central Bedfordshire and a joint child poverty strategy which will outline the steps and accountability for the Local Authority and partners.	8 June 2010		Report	Cllr Mrs Anita M Lewis Comments by 12/05/10 Glen Denham, Assistant Director Integrated Services 0-19 glen.denham@centralbedfordshire.gov.uk Tel: 0300 300 6125



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35.	Cultural Strategy -	To agree the strategy which encapsulates the vision for cultural entitlement for all citizens in Central Bedfordshire moving to a strategic commissioning and entitlement model and recognises the cross cutting nature of cultural entitlement.	8 June 2010		Report	Cllr Stephen F Male Comments by 12/05/10 to Contact Officer: Roy Waterfield, Assistant Director Leisure and Culture, Libraries, Adult and Community Learning roy.waterfield@centralbedfordshire.gov.uk Tel: 0300 3004239
36.	CCTV Service Options -	To consider options available to move to a common approach to the provision of a CCTV service within Central Bedfordshire.	8 June 2010	Portfolio Holder (Safer and Stronger Communities) Key Stakeholders Sustainable Communities Overview and Scrutiny Committee – May 2010	Report	Cllr David McVicar Comments by 12/05/10 to Contact Officer: Jane Moakes, Assistant Director Community Safety & Public Protection jane.moakes@centralbedfordshire.gov.uk Tel: 0300 300 5441

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37.	Adoption of the Central Bedfordshire Housing Strategy 2010 -	The Executive are asked to give approval for the adoption of the strategy and the detailed action plan following consideration of the following points: 1. draft Central Bedfordshire Housing Strategy 2010 2. the consultation responses 3. whether the Housing Strategy will meet the housing needs for Central Bedfordshire 4. any recommendation by the Overview and Scrutiny Committee for Sustainable Communities	8 June 2010	15 January 2010: Key Stakeholders and Partners 28 January 2010: members consultation event Web based consultation December 2009 - February 2010	The Central Bedfordshire Housing Strategy 2010	Cllr Tom Nicols Comments by 12/05/10 to Contact Officer: Zoe Cox, Housing Research & Policy Officer zoe.cox@centralbedfordshire.gov.uk Tel: 0300 300 4479
38.	Sustainable Community Strategy for Central Bedfordshire -	To agree the Sustainable Community Strategy for Central Bedfordshire which sets out the Local Strategic Partnership Board's vision and priorities for the Central Bedfordshire area.	8 June 2010	Wide range of consultation activity with residents, partners and stakeholders, including through: Town & Parish Council Conference (4/11/09), Central Bedfordshire Forum (14/01/10), MORI Residents' Panel (23/1/10) and Third Sector Assembly (3/2/10).	The Central Bedfordshire Sustainable Community Strategy	Cllr Mrs Patricia E Turner MBE Comments by 12/05/10 to Contact Officer: Peter Frazer, Head of Partnerships & Community Engagement peter.frazer@centralbedfordshire.gov.uk Tel: 0300 300 6740

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39.	Gypsy and Traveller DPD for Submission -	To agree the Gypsy and Traveller DPD for Submission.  This relates to the LDF North area.	14 September 2010	Stakeholders Members of the public Sustainable Communities Overview and Scrutiny Committee	Report and draft document	Cllr Tom Nicols Comments by 1708/2010 to Contact Officer: Richard Fox, Head of Development Plan richard.fox@centralbedfordshire.gov.uk Tel: 0300 300 4105

Postal address for Contact Officers: Central Bedfordshire Council, Priory House, Monks Walk, Chicksands, Shefford SG17 5TQ

**Central Bedfordshire Council  
Forward Plan of Decisions on Key Issues**

The following table sets out the dates on which the Central Bedfordshire Council Forward Plan will be published in 2009/10:

<b>Date of Publication</b>	<b>Period of Plan</b>
08.05.09	1 June 2009 – 31 May 2010
15.06.09	1 July 2009 – 30 June 2010
15.07.09	1 August 2009 – 31 July 2010
13.08.09	1 September 2009 – 31 August 2010
10.09.09	1 October 2009 – 30 September 2010
08.10.09	1 November 2009 – 31 October 2010
05.11.09	1 December 2009 – 30 November 2010
03.12.09	1 January – 31 December 2010
07.01.10	1 February 2010 – 31 January 2011
04.02.10	1 March 2010 – 28 February 2011
04.03.10	1 April 2010 – 31 March 2011
31.03.10	1 May 2010 – 30 April 2011