

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



**Central
Bedfordshire**

please ask for Leslie Manning

direct line 0300 300 5132

date 6 May 2010

NOTICE OF MEETING

CUSTOMER AND CENTRAL SERVICES OVERVIEW & SCRUTINY COMMITTEE

Date & Time

Monday, 17 May 2010 10.00 a.m.

Venue at

Room 15, Priory House, Monks Walk, Shefford

Richard Carr
Chief Executive

To: The Chairman and Members of the CUSTOMER AND CENTRAL SERVICES OVERVIEW & SCRUTINY COMMITTEE:

Cllrs J G Jamieson (Chairman), D J Hopkin (Vice-Chairman), J A E Clarke, P A Duckett, A Fahn, M Gibson, R W Johnstone, D Jones and Ms J Nunn

[Named Substitutes:

Cllrs: A R Bastable, L Birt, A D Brown, P Snelling and J N Young]

All other Members of the Council - on request

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

AGENDA

1. **APOLOGIES FOR ABSENCE**

To receive apologies for absence and notification of substitute Members.

2. **MINUTES**

To approve as a correct record the minutes of the last meeting held on 26 April 2010 (copy attached).

3. **MEMBERS' INTERESTS**

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

- (a) Personal Interests in any agenda item.
- (b) Personal and prejudicial Interests in any agenda item.
- (c) Any political whip in relation to any agenda item.

4. **CHAIRMAN'S ANNOUNCEMENTS AND COMMUNICATIONS**

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

5. **PETITIONS**

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

6. **QUESTIONS, STATEMENTS OR DEPUTATIONS**

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

7. **CALL-IN**

To consider any matter referred to the Committee for a decision in relation to the call-in of a decision.

8. **REQUESTED ITEMS**

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

REPORTS

| Item | Subject | Page Nos. |
|-------------|--|------------------|
| 9 | Budget Task Force Findings & Recommendations To consider the findings and recommendations of the Budget Task Force following its review of the budget setting process. | * 13 - 22 |
| 10 | Work Programme 2010-2011 & Executive Forward Plan To consider the Committee's current work programme and the latest Executive Forward Plan. | * 23 - 44 |

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CENTRAL BEDFORDSHIRE COUNCIL

At a meeting of the **CUSTOMER AND CENTRAL SERVICES OVERVIEW & SCRUTINY COMMITTEE** held at Council Chamber, Priory House, Chicksands, Shefford on Monday, 26 April 2010

PRESENT

Cllr J G Jamieson (Chairman)
Cllr D J Hopkin (Vice-Chairman)

Cllrs J A E Clarke
P A Duckett
A Fahn

Cllrs M Gibson
R W Johnstone
D Jones

Members in Attendance: Cllrs R A Baker
D Bowater
M R Jones
S F Male
A Shadbolt
J Street
Mrs C Turner
J N Young

Officers in Attendance: Mr R Carr – Chief Executive
Mrs C Carruthers – Assistant Director Property & ICT
Mr B Carter – Overview & Scrutiny Manager
Mr R Ellis – Director of Customer and Shared Services
Mr A King – Head of Corporate Finance
Mr L Manning – Democratic Services Officer

CCS/10/1 **Minutes - Corporate Resources Overview and Scrutiny Committee**

RESOLVED

that the Minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee held on 1 March 2010 be confirmed and signed by the Chairman as a correct record.

CCS/10/2 **Minutes - Business Transformation Overview and Scrutiny Committee**

RESOLVED

that the Minutes of the meeting of the Business Transformation Overview and Scrutiny Committee held on 22 March 2010 be confirmed and signed by the Chairman as a correct record.

CCS/10/3 **Members' Interests**

(a) **Personal Interests:-**

None notified.

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

None notified.

(c) **Any political whip in relation to any agenda item:-**

None notified.

CCS/10/4 **Chairman's Announcements and Communications**

The Chairman thanked the members of the Corporate Resources and Business Transformation Overview and Scrutiny Committees for the work they had undertaken during the first year of the new Council. He also thanked Councillor Clarke, as his Vice Chairman on the Corporate Resources Overview and Scrutiny Committee, and Councillors Gibson and Johnstone, as the Chairman and Vice-Chairman respectively of the Business Transformation Overview and Scrutiny Committee for their assistance.

The Chairman advised the Committee that the running order of business had changed and that agenda item 11 (Treasury Management Strategy Update) would now be considered after agenda item 13 (ICT Review: Verbal Update).

CCS/10/5 **Petitions**

No petitions were received from members of the public in accordance with the Public Participation Procedure as set out in Annex 2 of Part A4 of the Constitution.

CCS/10/6 **Questions, Statements or Deputations**

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

CCS/10/7 **Call-In**

No matters were referred to the Committee for a decision in relation to the call-in of a decision.

CCS/10/8 **Requested Items**

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

CCS/10/9 Sustainable Community Strategy

The Committee considered a report by the Chief Executive which set out the statutory requirement and process adopted by the Council to develop a Sustainable Community Strategy for Central Bedfordshire. Members also had before them a copy of the draft Strategy document which had been circulated as an appendix to the report.

The Chief Executive introduced the report and accompanying draft Strategy and explained that the latter set out a proposed shared long term vision for the area. He emphasised that the eight key priorities which had been identified required collective action to deliver them, which reinforced why the draft Strategy had been developed under the auspices of the Local Strategic Partnership (LSP).

The Chief Executive then drew Members' attention to the key priorities which had been identified for inclusion within the Strategy and which covered issues such as maximising employment opportunities, supporting and caring for an ageing population and educating, protecting and providing opportunities for children and young people.

The meeting noted that under the LSP were various thematic partnerships, such as the Children's Trust, which would be responsible for leading work on specific priorities and that the Council was a member of each of the partnerships. In addition many of the Council's individual service related strategies, which had informed production of the draft Sustainable Community Strategy, had been considered already by the Council's Overview and Scrutiny Committees. In response to a question about the level of detail that it was appropriate for the Strategy to go into about how specific objectives would be delivered the Chief Executive stressed the importance of ensuring aspirations were clear whilst allowing flexibility over the means by which they were attained.

A Member asked about the consultation that had taken place over the preparation of the draft document. In response the Head of Partnerships and Community Engagement reported on the various organisations and other bodies which had been consulted as well as the two residents' surveys and a workshop which had occurred. He also advised that consultation on individual aspects of the Strategy had taken place.

In response to a query about the availability of financial incentives to companies to start up or relocate to Central Bedfordshire the Chief Executive explained that the Council did not offer comparable incentives to other parts of the country. He explained that the Council would struggle to compete against areas with access to Government or European funding specifically for this purpose. Furthermore, some companies would take advantage of such incentives and simply move on when they could. However, there was scope to do more to attract and retain businesses and the role of the Council as a local planning authority was important in this context.

With regard to encouraging business at a local level the Chief Executive acknowledged the important role played by smaller businesses and referred to the insights into what could be done following the work undertaken in Dunstable on this issue.

On the role of Local Delivery Vehicles (LDV's) in business development the Chief Executive stressed that although these bodies were currently under review, all the time they existed, it was important to maximise their potential.

Following discussion the Chairman stressed that the Committee would wish to monitor the progress made with the implementation of the Strategy. He also asked if the individual priorities could be aligned to the relevant committee/Directorate and an indication given where these had already been scrutinised by an Overview and Scrutiny Committee. To further improve monitoring it was also suggested that the person responsible for each priority be identified. In addition the Chairman requested that the principles regarding Total Place be given greater emphasis within the Strategy.

RESOLVED that the draft Sustainable Community Strategy be supported.

NOTED

1. **that the draft Sustainable Community Strategy will be submitted to the Local Strategic Partnership for its final approval on 13 May 2010;**
2. **that the draft Sustainable Community Strategy will be submitted to the Executive for its final approval on 8 June 2010;**
3. **that draft Sustainable Community Strategy will be submitted to Council after 8 June 2010.**

CCS/10/10

Budget Setting Process Task Force: Verbal Update

The Chairman of the Committee circulated a presentation he had prepared setting out the initial findings of the Budget Strategy Task Force.

The Chairman thanked the members of the Corporate Resources Overview and Scrutiny Committee and the Overview and Scrutiny Officer for their contribution to the work of the Task Force. He then introduced his presentation working through each of the following sections:

- background
- work programme
- issues
- findings
- recommendations

With regard to the recommendations the Chairman referred specifically to the need for the Council to have clear, focused objectives with a proper Medium

Term Financial Plan, and a budget pack circulated by the end of May, with Directorate submissions received by mid July in order to allow sufficient time for adequate Portfolio Holder, Overview and Scrutiny Committee and Member challenge. The Director of Customer and Shared Services confirmed that he was already seeking to achieve this timetable.

The meeting noted that capital expenditure was still to be examined. The Chairman explained that, unfortunately, there had not been time to examine this matter but this would form the next task and he stressed the need to better integrate revenue and capital.

Following further comment and discussion by Members the Director of Customer and Shared Services welcomed the work of the Task Force and stated that the conclusions of the officer review were similar. He added that a report to be submitted to the Corporate Management Team (CMT) on 28 April included all the issues raised and he would also relay the Committee's discussions to that meeting.

The meeting was aware that the final report of the Budget Setting Process Task Force was scheduled to appear on the agenda for the Committee's next meeting on 17 May 2010 and that this would set out full recommendations for consideration.

NOTED the report.

CCS/10/11 **ICT Review: Verbal Update**

The Portfolio Holder for Customers, Systems and Assets provided a verbal update on the current ICT review being undertaken on behalf of the Council by Deloitte. He advised Members that the review would examine the reasons for the recent major ICT failure and the response to it. The Portfolio Holder stated that a report arising from the review was due to be issued by Deloitte within the next few weeks and that, after he and relevant officers had had the opportunity to examine it, he would report further to the Committee's next meeting on 17 May if the timescale allowed this or to the 21 June meeting if it did not.

It was noted that should the Deloitte report contain major implications for the Council, such as proposals for an improvement in ICT resilience, then it would need to be submitted to the Executive.

With regard to ICT provision for Members the Portfolio Holder commented that there was widespread dissatisfaction with the equipment provided by the Council. As a result a questionnaire was to be issued that day to all Members seeking their views on what action they felt should be taken. In response Members, whilst praising the support received from staff, generally criticised the quality and type of hardware which they had received and referred to the difficulties which they had experienced as a result. Following discussion the Assistant Director Property and Asset Management undertook to respond by email to Members' queries regarding the reduction in the number of software applications used by the Council, the problem of power outages and the recent non availability of the planning website.

Following comment on the need for additional background information and clarification on aspects of the Council's ICT service the Portfolio Holder stated that his forthcoming report to the Committee would set out proposals on the way forward.

NOTED the verbal report.

CCS/10/12 **Treasury Management Strategy Update**

The Committee considered a report of the Portfolio Holder for People, Finance and Governance which provided an update on treasury management activity for the financial year 2009/10. The Head of Corporate Finance introduced the report which referred to the following issues of note:

- borrowing
- investments
- cashflow

The meeting was reminded that the Treasury Management Annual Report 2009/10 was attached as an appendix to the report. The appendix summarised details of borrowing and investment transactions that took place in 2009/10 and confirmed compliance with the Prudential Indicators set out in the Treasury Management Strategy Statement for 2009/10. The Head of Corporate Finance highlighted that the restructuring of debt undertaken in the 2009/10 financial year would bring an estimated revenue saving of £0.2m in the last financial year and estimated savings of £1m per annum in future financial years.

The Committee raised a query regarding whether it was possible to use overdraft facilities or other internal borrowing arrangements to bridge any short-term funding gaps and the premium paid. The Head of Corporate Finance undertook to investigate and reply to Members.

The Committee requested that the Head of Corporate Finance provide additional information on the profile of the authority's long term debt. This should include analysis of debt/investment maturities and interest rates and also cashflows. The Chairman undertook to provide a suggested template for the additional information.

NOTED the report.

CCS/10/13 **Work Programme 2010-2011 & Executive Forward Plan**

The Committee considered its current work programme and the latest Executive Forward Plan.

RESOLVED that the reports scheduled to be considered at the Committee's forthcoming meetings be amended as follows:

1. **that the report on proposals for Property Services be deferred to a later meeting (possibly 21 June);**

2. that a presentation on the Procurement and Commissioning Strategy be made to a future meeting (possibly 21 June);
3. that the report on the review of the budget timetable 2010/11 scheduled for consideration on 21 June 2010 be brought forward to 17 May and considered in conjunction with the report on Budget Setting Process Task Force – Review Outcomes;
4. that the Chairman and Vice-Chairman discuss the Committee's future work programme with Portfolio Holders and Directors and submit a proposal to the next meeting.

NOTED that the report on the Community Engagement Strategy and Delivery Plan scheduled to be considered by the Executive on 4 May 2010 had been delayed.

(Note: The meeting commenced at 10.00 a.m. and concluded at 12.07 p.m.)

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Meeting: Customer and Central Services Overview & Scrutiny Committee

Date: 17 May 2010

Subject: Budget Task Force Findings & Recommendations.

Report of: Cllr James Jamieson, Chairman of the Corporate Resources Overview & Scrutiny Committee

Summary: In February 2010, the Corporate Resources Overview and Scrutiny Committee convened a Member Led Task Force to review the Council's Budget Setting Process. The Task Force has since considered a variety of best practice in the setting of a council budget and made a number of recommendations to the Council's Executive in this regard.

Public/Exempt: Public

Wards Affected: All

Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

The Budget Setting Process will contribute directly to all 5 Council priorities.

Financial:

The Financial implications are set out in the report.

Legal:

None.

Risk Management:

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

Staffing (including Trades Unions):

None.

Equalities/Human Rights:

A longer-term approach to the scrutiny of the budget will mean that all of the implications of change, and their potential adverse impact on specific communities within the region can be identified and addressed as appropriate.

Community Safety:

None.

Sustainability:

None.

RECOMMENDATION:

1. **That the Committee considers and approves this report and accompanying recommendations for submission to Executive.**

Introduction

1. Central Bedfordshire Council is a new Unitary Authority, formed April 1st 2009 of the former Bedford County Council, Mid Bedfordshire District Council and South Bedfordshire District Councils. The Task Force has used this review as an opportunity to assess the budget setting process with a view to suggesting a number of recommendations in the areas of budget holder responsibility, budget challenge, financial robustness, timing and the presentation of financial management information as well as the longer term planning of the budget process to seek an optimum method for Central Bedfordshire.
2. In order to investigate these issues, the Task Force has received presentations from a number of different officers from within the Council, it has undertaken a number of best practice site visits to public and private organisations and it has considered best practice in this field from the Chartered Institute of Public Finance and Accountancy (CIPFA) as well as the Centre for Public Scrutiny (CfPS).

Appendices:

Appendix A – Report of the Task Force Chairman: Budget Task Force Findings & Recommendations.

Background Papers: (open to public inspection)

On the money: the scrutiny of local government finance, CIPFA, CfPS and LGIU. 2007
Councillors' Guide to Local Government Finance. CIPFA 2008 fully revised edition
City of Westminster Cabinet report, 9th June 2008

Location of papers: Priory House, Chicksands

Budget Task Force Findings and Recommendations

Summary

The task force has undertaken a Budget Process review including meeting several outside organisations, internal meetings with Finance, Directorates and Portfolio Holders as well as drawing on members own extensive experience and CIPFA best practice. The 2010/11 budget process was unsatisfactory, while in part this was due to Central Bedfordshire being a new council; there is considerable scope for improvement. A number of recommendations have been made in the areas of budget holder responsibility, budget challenge, financial robustness, finance, timing and longer term planning.

Recommendations

- i. The council should set clear objectives on both a short and medium term basis, These need to be clear in both financial and service terms and be the basis upon which priorities are made.
- ii. The timetable for the budget needs to start earlier and be more robust:
 - Budget Pack (Objectives and Guidelines) – end May
 - Departmental response mid July followed by management and PFH challenge
 - Draft Budget to Leadership team in September, followed by challenge/review
 - Draft Budget to Scrutiny Task Force in October
 - Draft Budget to Exec and Scrutiny in December
- iii. Budget challenge process needs to be clearer and more robust. This should initially focus on robustness of numbers and value for money and thereafter choice:
 - Officer challenge needs to be on a top down basis and at a higher level
 - o Internal directorate challenge pre directorate submission
 - o Portfolio Holders need early involvement and to challenge their budget
 - o Challenge process of Directorate Budget led by Chief Executive
 - o CMT process to look at overall picture, cross cutting issues and also bench marking eg overlaps. This should also involve Executive
 - That CBC should have a joint OSC Task Force to scrutinise budget for “robustness of numbers” earlier eg October prior to individual OSC scrutiny which should focus on “choice” challenge
 - Greater level of detail to be provided to members such that they can see what money is being spent on
- iv. The council should have a longer term Corporate Plan to drive the priorities and service improvements of the council forward. At present there is a Medium Term Financial Plan (MTFP) which could be developed to achieve this:
 - A top down plan, but of sufficient detail that covers departments performance and is bought into by both Exec and CMT
 - o Needs to incorporate anticipated major budget pressures, investment strategies, efficiency savings, business improvement/transformation, service reviews and anticipated grant income changes
 - o Avoid excessive detail on underlying expenditure

- Should drive and direct Council improvement and priorities
 - 3-5 year timescale
 - This should be a live document, and incorporate all efficiency, business improvement and investment as they arise. There should be full annual review in July and regular updates.
- v. Efficiency and other business improvement needs to be looked at both at Individual Budget and across the Council, cannot have single target for all budgets:
- Targets should be real ie after impact of inflation/pressures etc
 - Monitoring of efficiency improvements should be done as part of MTFP
- vi. Budget Pack should comprise both Objectives for the coming year and Guidelines on how budget information should be fed back and constructed including assumptions:
- Objectives need to be given by Exec/Council,
 - Guidelines need to be clear, simple and consistent,
 - Need to clearly identify cost drivers for demand led budgets
 - Revenue budget should identify separately “one off, short term” expenditure in services such that the underlying expenditure can be identified
- vii. Budget holder should be fully responsible for their budget, including ownership of budgeting both development, accuracy and monitoring:
- Budget skills must be a core job competency of budget holders
 - Finance team has a supporting role to budget holders, assisting but primary responsibility must remain with budget holder
 - The embedding of finance managers into the directorates needs to be improved. In order to clearly align responsibility for Budgets to Budget Holders consider moving Finance managers into Directorates
 - Balanced scorecard approach should be used to assess performance. These should include both budget and Key Performance Criteria – 3-5KPI's
 - Responsibility for budget also means budget holder needs to agree budget changes. In particular where savings are proposed or a business case made, the relevant budget holder needs to agree
 - Responsibility needs to be meaningful, both positive for success and negative for failure
- viii. The service levels and budget of Corporate Services (Finance/HR/Legal/IT/Facilities) needs to be clarified:
- The level of resource available and service level provided to directorates needs to be both agreed and defined as part of budget process
 - Above this level, and in particular for where additional external resource is required mechanisms need to be in place for this to go to relevant Directorate budget
- ix. The Task Force has not yet focused on budget monitoring however certain points have already arisen. In particular Budget monitoring needs to be regular, faster with greater accuracy in terms of spend and profiling:
- Budget reports need to be standardised across the council and simplified
 - Numbers need to be accurate and correctly profiled. Monitoring should look at actual versus budget and also prior year
 - Reports should be available within 30 days of month end

- Budgets where there is significant variability due to demand should also report activity level
 - Ongoing monitoring of KPIs to avoid surprises
 - There is a need for reporting tool software such as Business Warehouse
- x. The Task Force has only looked at Capital in a limited way. This needs to be reviewed at a later date. However many of the comments regarding the revenue budget are also applicable to the Capital Budget.

Introduction

1. Central Bedfordshire is a new Authority, and the 2011/12 budget will be the first budget produced with the benefit of a track record. A number of problems have been experienced with both the initial 2009/2010 budget and budget process for 2010/11. To a large extent these can be traced to Central Bedfordshire being a new organisation, with no previous budget basis and short timescales for implementation. However it is seen as an opportunity to now review the process and look at external organisations' budget processes to seek an optimum process for Central Bedfordshire.

Objectives

- i) To review the Budget Process and to obtain feedback from:-
 - Members, Overview and Scrutiny Committees and Executive
 - Corporate resources/Finance department
 - Budget Holders
- ii) To look at and learn from best practice elsewhere in relation to the Budget Process:
- iii) To examine the Historic Budget process and explore those areas where improvements or alternatives could be considered.

Work Programme – Basis

2. The taskforce has had a series of meetings both internally and with others, these have included discussions with:-
 - Clive Heaphy ex Director Corporate resources
 - Matt Bowmer AD Finance
 - Number of Officers
 - Center Parcs
 - Milton Keynes Council
 - Bedfordshire NHS Trust
 - Portfolio Holders and OSC members
3. In addition members have also drawn on their own prior experience both in the Private sector, Public sector and as Councillors.

Findings

2009/10 Budget

4. As a new council with no track record there were a number of issues as regards the 2009/10 budget. In particular a large number of budget pressures had not been anticipated, which consequently required in year adjustments and / or led to

overspends. Profiling of the budget and data robustness was also poor particularly regarding Capital Expenditure.

2010/11 Budget Process

5. A number of shortcomings have been identified with the 2010//11 budget process. A number of these can be traced to the establishment of the council as of 1 April 2009, with a large number of staff being new in post. As a consequence the process started late and lacked the level of robustness of numbers. This resulted in the draft budget in December requiring a number of last minute changes with a full budget only available in January. Consequently there was little opportunity for members to have meaningful input. 2010/11 Budget Process Time Table:-
 - July – Budget Pack issued including inflation etc assumptions and guidelines
 - September – directorates complete initial budgets
 - October – Budget challenge – led by AD Finance Services
 - November – Challenge days continue with Corporate management team / PFH involvement
 - December/January – Draft Budget and initial OSC
 - Late January – Final Budget available
6. A number of significant issues were identified with the 2010/11 Budget Process:
 - Focus on a one year budget horizon which is completed in February does not facilitate longer term planning
 - Robustness of numbers poor within the budget, particularly at the draft stage and in terms of profiling (Capital and Revenue). Though many of these issues can be traced to the new council and merging of three budgets
 - Need for budget ownership
 - Overly complex data requirements that made both Budget compilation and review difficult
 - Lack of clear and defined Council objectives
 - Medium Term Financial plan of very limited stature
 - Focus on short term fixes to meet both 2009/10 budget and to achieve 2010/11 budget
 - Budget Timetable did not provide sufficient time for scrutiny and choice by members
 - Exec members had limited early involvement, with real involvement only in the late Autumn
 - Lack of clarity of role between Finance and Directorates
 - Number of changes in personnel, particularly within finance
 - Service provided by Corporate Resources in Finance and other areas did not always meet expectations of Directorates. While at same time cost consequences of Directorate requests on Corporate Resources were not taken into account and hindered budget management
7. A number of issues were also noted with ongoing budget monitoring:
 - While SAP has all the data, this is not in a user friendly format and needs to be “dumped” into Excel or Word to be manipulated manually to prepare reports. This leads to delays, risks human error and consumes man hours
 - Difficult to assess current performance against budget due to poor profiling and also no historic data included in reports

Findings from Meetings

Corporate Plan

8. To achieve effective operational management, there needs to be a longer term strategy that details both objectives and a directional route. All the external organisations visited and also CIPFA best practice have a 3-5 year Corporate Plan. In theory CBC has a Medium Term Financial Plan, however currently this is at such a high level and so superficial as to be almost meaningless. A Corporate Plan should incorporate the following:-
 - i) Clear Objectives both longer-term and short term with priorities
 - ii) Should be of sufficient detail to be meaningful as a planning tool, but not too detailed
 - iii) While generally a “Top Down” document senior budget holders (eg AD level) must have ownership
 - iv) Needs to incorporate anticipated major budget pressures, investment strategies, efficiency savings, business improvement/transformation, service reviews and anticipated grant income changes.
 - v) Should be regularly reviewed and updated to reflect new information and decisions
 - vi) Provides the framework for decision making
9. The Corporate Plan should be the key planning tool to drive the council forward, and this was the case for all the organisations visited. In this case the annual budget effectively becomes the bottom up derived first year of the corporate plan. As such it serves as an implementation and monitoring tool.

Budget Accuracy and Accountability

10. All the organisations visited placed strong emphasis on accuracy of budget numbers and accountability. This was particularly the case for Center Parcs and NHS Bedford. Accuracy of financial information is key to successful financial operation. The keys to achieving this are:-
 - i) Budget holders taking full ownership of their budgets and operations
 - ii) Budget holders being provided with the “tools” to control their budgets. In particular changes should not be imposed but bought into eg efficiencies savings from business transformation, similarly with costs
 - iii) Timely and robust financial challenge of budgets
 - iv) Regular monitoring of budgets and where appropriate updating of budgets to reflect “real” changes in circumstances
 - a. Where budgets are activity dependent there should be a clear understanding of the activity basis
 - v) Budget holders need to be held to account and motivated to do so. In several instances a balanced scorecard was used to include both service and financial targets

Budget Process Timing

11. There were a variety of timescales observed, with the shortest (4 months) at Bedford NHS Trust and the longest MK Council (10 months). Though the former reflects Government imposed timing due to budgets and targets only being received in December and hence a greater emphasis on Corporate Plan. While a private sector organisation may be able to have its annual budget in a 6 month time frame, the nature of Public Sector and greater Public Scrutiny would suggest a longer timetable and hence starting the process in May, which is consistent with CIPFA best practice guidance would appear appropriate.
12. In all cases the actual process steps were similar and in fact similar to CBC last year, though with some important differences.
 - i) Budget Pack – all organisations had a variance on this which included
 - a. Clear objectives (to lesser extent from MK)
 - b. Assumptions (inflation, demand etc)
 - c. Detail on information required and format. In all cases this went to individual budget level
 - ii) Budget holders determining their bottom up budget
 - iii) Challenge Process – All organisations had a challenge process that cascaded up through the organisation and also a peer review. In all cases (except peer) budget challenge was on a “Top Down” basis. In all cases focus was on robustness and added value not choice. Emphasis on the need to achieve particular targets varied but did exist in all cases, and this came from Corporate Plan
 - iv) Budget presented to Leadership group (eg Executive) where budget is reviewed and if necessary choice decisions made on growth/savings/investments
 - v) Budget sign off by Board/Council
 - vi) For Center Parcs, a key objective is to have clarity of budget (but not sign off) at budget holder level at least 3 months before start of new financial year to ensure smooth transition. To an extent this was also the case with other organisations visited

Budget Monitoring

13. There is a need for regular monitoring of budget performance, both against the current year budget and also at intervals against the longer term Corporate Plan. The level, speed and frequency of monitoring varied with organisation. Center Parcs monitored key numbers on a daily basis, with monthly management reports available within 5 days of month end. MK and Bedford NHS monitored on a monthly basis and were generally within 30 days. Interestingly both MK and Bedford NHS had specific committees to monitor financial performance in addition to Exec/Board. All organisations had a review process in place for updating budget forecasts and also linking to Corporate Plan. This varied from monthly to quarterly formal reviews.

Business Improvement/Efficiency

14. For all the organisations the budget is the tool to monitor in year performance and to hit short term targets. It is also the mechanism by which choices are made. However longer term improvement and choices tended not to be made through the one year budget but rather through longer term corporate plan and separate project based activity which was then reflected in the corporate plan. This then feeds through to the annual budget.

Objectives of a Budget Process

- i) Numbers should be robust and reliable
- ii) Financial and performance information should be available in a timely manner to assist decision making
- iii) Budget process should tie in with Council strategy
- iv) Clarity of reporting
- v) Opportunity for choice
- vi) Long term planning horizon
- vii) Seamlessness
- viii) Planning environment
- ix) Ownership

Meeting: Customer & Central Services Overview & Scrutiny Committee
Date: 17 May 2010
Subject: Work Programme 2010 – 2011 & Executive Forward Plan

Report of: Chief Executive

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

Contact Officer: Bernard Carter, Overview & Scrutiny Manager

Public/Exempt: Public

Wards Affected: All

Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

The work programme of the Customer & Central Services Overview & Scrutiny Committee will contribute indirectly to all 5 Council priorities.

Financial:

n/a

Legal:

n/a

Risk Management:

n/a

Staffing (including Trades Unions):

n/a

Equalities/Human Rights:

n/a

Community Safety:

n/a

Sustainability:

n/a

RECOMMENDATION(S):

1. **that the Customer & Central Services Overview & Scrutiny Committee**
 - (a) **considers and approves the work programme attached, subject to any further amendments it may wish to make;**
 - (b) **considers the Executive Forward Plan; and**
 - (c) **considers whether it wishes to add any further items to the work programme and/or establish any Task Forces to assist it in reviewing specific items.**

Work Programme

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

Task Forces

4. In addition to consideration of the work programme, Members will also need 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.

Conclusion

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

Work Programme for Customer & Central Services Overview & Scrutiny Committee 2010 – 2011

| Ref | Indicative OSC Meeting Date | Report Title | Issue to be considered | Comment |
|-----|--|---|--|---------|
| 1. | 17 th May 2010 (Reserve) | Budget Setting Process Task Force – Review Outcomes | To receive and consider the Task Force's final report reviewing the Budget Setting Process for 2009/ 2010 | |
| 2. | | Budget Process 2011 / 2012 | To receive and consider a report proposing the budget process and timetable for the formulation of the 2011/12 to 2015/16 Medium Term Financial Strategy | |
| 3. | 21 st June 2010 | ICT Review | To provide Members with an overview of the ICT problems that led to the unprecedented outage on 16 February 2010. | |
| 4. | | Proposals for Property Services | To receive and consider officer proposals for the Council's Property Services function. | |
| 5. | | Shared Services Task Force - Review Outcomes | To receive the findings, conclusions and recommendations of the Shared Services Task Force established by the Committee at its meeting on 25 January 10. | |
| 6. | | Procurement & Commissioning Strategy | To receive a verbal update regarding progress made in implementing the Council's new Procurement & Commissioning Strategy | |

| Ref | Indicative OSC Meeting Date | Report Title | Issue to be considered | Comment |
|-----|---|------------------------------|---|---------|
| 7. | | Quarter 4 Budget Information | To receive corporate budget monitoring information for the final quarter of 2009/10. | |
| 8. | 26 th July 2010 (Reserve) | | | |
| 9. | 6 th September 2010 | People Strategy | As agreed at the Corporate Resources OSC meeting of 1 March, to receive and consider the underpinning action plans supporting implementation of the Council's People Strategy | |
| 10. | | Quarter 1 Budget Information | To receive corporate budget monitoring information for the first quarter of 2010/11. | |
| 11. | 11 th October 2010 (Reserve) | | | |
| 12. | 15 th November 2010 | Quarter 2 Budget Information | To receive corporate budget monitoring information for the second quarter of 2010/11 | |
| 13. | 13 th December 2010 (Reserve) | | | |
| 14. | 17 th January 2011 | | | |

| Ref | Indicative OSC Meeting Date | Report Title | Issue to be considered | Comment |
|------------|---|------------------------------|--|----------------|
| 15. | 21 st February 2011 (Reserve) | Quarter 3 Budget Information | To receive corporate budget monitoring information for the third quarter of 2010/11. | |
| 16. | 21 st March 2011 | | | |

Other issues recommended by the Corporate Resources OSC Chairman at meetings held on the 1st February and the 1st March include:

- Pensions
- Property Disposal
- Project & Contract Management
- ICT

Other issues recommended by the Business Transformation OSC at previous meetings include:

- Review of Voluntary & Community Sector Funding (following work completed by Cllr Maurice Jones' Working Group) – June 2010
- Remodelling of Customer Services – receipt of business cases for each of the 6 key programmes of activity

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**Central Bedfordshire Council
Forward Plan of Key Decisions
1 May 2010 to 30 April 2011**

- 1) During the period from **1 May 2010 to 30 April 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 |
| Cllr Mrs Rita Drinkwater | Portfolio Holder for Housing |
| Cllr Mrs Carole Hegley | Portfolio Holder for Social Care and Health |
| Cllr Maurice Jones | Portfolio Holder for Finance, Governance and People |
| Cllr Mrs Anita Lewis | Portfolio Holder for Children’s Services |
| Cllr Steve Male | Portfolio Holder for Customers, Systems and Assets |
| Cllr Ken Matthews | Portfolio Holder for Economic Growth, Skills and Regeneration |
| Cllr David McVicar | Portfolio Holder for Safer Communities and Healthier Lifestyles |
| Cllr Tom Nicols | Portfolio Holder for Sustainable Development |

- 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 May 2010 to 30 April 2011

Key Decisions

Date of Publication: 31 March 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. | 4 May 2010 | Stakeholder group Ward members PFH | Football Foundation Grant Conditions | Cllr David McVicar Comments by 07/04/10 to Contact Officer: Jill Dickinson, Community Services Manager jill.dickinson@centralbedfordshire.gov.uk Tel: 0300 300 2258 |

| 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) |
|---------|---|--|-------------------------|--|-------------------------------------|---|
| 2. | 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 needs 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 | 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 |
| 3. | 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 |

| 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. | Climate Change 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. | 4 May 2010 | Key staff consulted via Climate Change Management Board | Report and supporting documents | Cllr Tom Nicols Comments by 07/04/10 to Contact Officers: Elaine Malarky, Head of Policy elaine.malarky@centralbedfordshire.gov.uk Stephen.mooring@centralbedfordshire.gov.uk |
| 5. | Award of the Aids and Adaption and Disabled Facilities Grants Contract to Private Sector Properties District Wide and Housing Properties South of the District. - | To award the contract. | 4 May 2010 | | Tender report | Cllr Mrs Rita J Drinkwater Comments by 7 April to Contact Officer: Basil Quinn, Housing Asset Manager Performance 0300 300 5118 |

| Ref No. | Issue for Key Decision by the Executive | Intended Decision | Indicative Meeting Date | Consultees and Date/Method | Documents which may be considered | Portfolio Holder and Contact officer (method of comment and closing date) |
|---------|---|---|-------------------------|----------------------------|-----------------------------------|---|
| 6. | 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. | 8 June 2010 | | Report | Cllr David McVicar Comments by 11/05/10 to Contact Officer: Basil Jackson, Assistant Director Highways basil.jackson@centralbedfordshire.gov.uk Tel: 01234 228601 |

| Ref No. | Issue for Key Decision by the Executive | Intended Decision | Indicative Meeting Date | Consultees and Date/Method | Documents which may be considered | Portfolio Holder and Contact officer (method of comment and closing date) |
|---------|--|---|-------------------------|--|--|---|
| 7. | 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 & 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 11/05/10 to Contact Officer: Zoe Cox, Housing Research & Policy Officer zoe.cox@centralbedfordshire.gov.uk Tel: 0300 300 4479 |
| 8. | Acquisition of Land in Flitwick - | To approve the purchase using GAF funding. | 8 June 2010 | | Report | Cllr Maurice R Jones Comments by 11/05/10 to Contact Officer: Peter Burt, MRICS, Head of Property Assets peter.burt@centralbedfordshire.gov.uk Tel: 0300 300 5281 |

| Ref No. | Issue for Key Decision by the Executive | Intended Decision | Indicative Meeting Date | Consultees and Date/Method | Documents which may be considered | Portfolio Holder and Contact officer (method of comment and closing date) |
|---------|---|---|-------------------------|----------------------------|-----------------------------------|---|
| 9. | Asset Disposal Policy - | To approve the Policy. | 8 June 2010 | | Report and Policy | Cllr Maurice R Jones Comments by 11/05/10 to Contact Officer: Peter Burt, MRICS, Head of Property Assets peter.burt@centralbedfordshire.gov.uk Tel: 0300 300 5281 |
| 10. | Strategic Planning Framework for Central Bedfordshire - | To set out the strategic approach for transformation and improvement of the Council to meet it's corporate plan vision. | 8 June 2010 | | Report | Cllr Richard Stay Comments by 11/05/10 to Contact Officer: Ian Porter, Assistant Director Policy, Partnerships & Performance ian.porter@centralbedfordshire.gov.uk Tel: 0300 300 6529 |
| 11. | The Remodelling of Customer Services - | To approve the Customer Services remodelling proposals. | 8 June 2010 | | Report | Cllr Maurice R Jones Comments by 11/05/10 to Contact Officer: Clive Jones, Assistant Director Business Transformation & Customer Services clive.jones@centralbedfordshire.gov.uk Tel: 0300 300 4168 |

| Ref No. | Issue for Key Decision by the Executive | Intended Decision | Indicative Meeting Date | Consultees and Date/Method | Documents which may be considered | Portfolio Holder and Contact officer (method of comment and closing date) |
|---------|---|--|-------------------------|---|---|--|
| 12. | 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 (14/0110), 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 11/05/10 to Contact Officer: Peter Fraser, Head of Partnerships & Community Engagement peter.fraser@centralbedfordshire.gov.uk Tel: 0300 300 6740 |
| 13. | 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 11/05/10 to Contact Officer: Jane Moakes, Assistant Director Community Safety & Public Protection jane.moakes@centralbedfordshire.gov.uk Tel: 0300 300 5441 |
| 14. | Award of the Day to Day Response and Programmed Electrical Maintenance Contract to Council Houses South of the District - | To award the contract. | 8 June 2010 | | Tender report | Cllr Mrs Rita J Drinkwater Comments by 11/05/10 to Contact Officer: Basil Quinn, Housing Asset Manager Performance 0300 300 5202 |

| Ref No. | Issue for Key Decision by the Executive | Intended Decision | Indicative Meeting Date | Consultees and Date/Method | Documents which may be considered | Portfolio Holder and Contact officer (method of comment and closing date) |
|---------|---|---|-------------------------|--|-----------------------------------|--|
| 15. | Supporting Excellence: An Adult Social Care Workforce Strategy for Central Bedfordshire - | To approve the workforce strategy. | 8 June 2010 | Healthier Communities & Older Peoples Partnership Board Social Care, Health & Housing Overview and Scrutiny Committee | Report | Cllr Mrs Carole Hegley Comments by 11/05/2010 to Contact Officer: David Jones, Transformation Project Director Social Care, Health & Housing 01234 228649 |
| 16. | Approval of additional services to be included in the BEaR Project Procurement - | To approve additional services. | 8 June 2010 | | Report | Cllr David McVicar Comments by 11/05/10 to Contact Officer: Alan Fleming, BEaR Project Director, Sustainable Communities alan.fleming@centralbedfordshire.gov.uk Tel: 0300 300 6968 Ben Finlayson, BEaR Project Manager ben.finlayson@centralbedfordshire.gov.uk Tel: 0300 300 6277 |
| 17. | Care Homes Contract Extension - | a) agree to waiver of standing orders b) approve extension of contract | 8 June 2010 | | Report | Cllr Mrs Carole Hegley Comments by 11/05/10to Contact Officer: David Jones, Transformation Project Director Social Care, Health & Housing david.jones3@centralbedfordshire.gov.uk Tel: 0300 300 6190 |

| 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) |
|---------|---|---|-------------------------|--|-----------------------------------|---|
| 18. | Executive arrangements under the Local Government and Public Involvement in Health Act 2007 - | To consider the requirements of the Local Government and Public Involvement in Health Act 2007 in respect of the Council's executive arrangements and how the council should respond to those requirements. | 13 July 2010 | | Report | Cllr Mrs Patricia E Turner MBE Comments by 15/06/10 to Contact Officer: Kathrin John, Head of Democratic Services kathrin.john@centralbedfordshire.gov.uk Tel: 0300 300 4380 |
| 19. | Visible Presence - | 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. | 13 July 2010 | Relevant Portfolio Holders Key Stakeholders | Report | Cllr David McVicar Comments by 15/06/10 to Contact Officer: Jane Moakes, Assistant Director Community Safety & Public Protection jane.moakes@centralbedfordshire.gov.uk Tel: 0300 300 5441 |

| Ref No. | Issue for Key Decision by the Executive | Intended Decision | Indicative Meeting Date | Consultees and Date/Method | Documents which may be considered | Portfolio Holder and Contact officer (method of comment and closing date) |
|---------|---|---|-------------------------|---|-----------------------------------|--|
| 20. | Consultation on the Draft East of England Plan to 2031 - | To agree the Council's response to the draft plan. | 13 July 2010 | | Report | Cllr Tom Nicols Comments by 15/06/10 to Contact Officer: Richard Fox, Head of Development Plan richard.fox@centralbedfordshire.gov.uk Tel: 0300 300 4105 |
| 21. | Safeguarding Annual Report of the Local Safeguarding Children Board 2009 - 10 - | To receive the report of the Joint Central Bedfordshire and Bedford Borough LCSB which sets out how the Board and Partners have met the statutory duties. | 17 August 2010 | | Report | Cllr Mrs Anita M Lewis Comments by 17/07/10 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 |
| 22. | Policy for Charging for Non-Residential Social Care Services - | To approve the revised Policy. | 17 August 2010 | Overview and Scrutiny Task Group (dates tba) Public Consultation (April - July 2010) | Report and Policy | Cllr Mrs Carole Hegley Comments by 17/07/10 to Contact Officer: Tim Hoyle, Head of Business Systems tim.hoyle@centralbedfordshire.gov.uk Tel: 0300 300 3065 |
| 23. | Gypsy and Traveller Development Plan Document for Submission - | To agree the Gypsy and Traveller Development Plan Document for Submission. This relates to the LDF North area. | 28 September 2010 | Stakeholders Members of the public Sustainable Communities Overview and Scrutiny Committee | Report and draft document | Cllr Tom Nicols Comments by 31/08/010 to Contact Officer: Richard Fox, Head of Development Plan richard.fox@centralbedfordshire.gov.uk Tel: 0300 300 4105 |

| Ref No. | Issue for Key Decision by the Executive | Intended Decision | Indicative Meeting Date | Consultees and Date/Method | Documents which may be considered | Portfolio Holder and Contact officer (method of comment and closing date) |
|---------|---|--|-------------------------|--|-----------------------------------|--|
| 24. | Central Bedfordshire Validation Checklist for Planning Applications - | To adopt a harmonised local validation checklist for planning applications within Central Bedfordshire. | 28 September 2010 | stakeholders including agents and statutory consultees | Report | Cllr Tom Nicols Comment on 31/08/10 to Contact Officer: Andrew Davie, Head of Development Management (North) andrew.davie@centralbedfordshire.gov.uk Tel: 0300 300 4426 |
| 25. | 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 also 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. | 28 September 2010 | | Report | Cllr Mrs Anita M Lewis Comments by 31/08/10 Glen Denham, Assistant Director Integrated Services 0-19 glen.denham@centralbedfordshire.gov.uk Tel: 0300 300 6125 |

| Ref No. | Issue for Key Decision by the Executive | Intended Decision | Indicative Meeting Date | Consultees and Date/Method | Documents which may be considered | Portfolio Holder and Contact officer (method of comment and closing date) |
|---------|---|--|-------------------------------------|---|---------------------------------------|--|
| 26. | Local Economic Assessment - | To approve the Central Bedfordshire Local Economic Assessment. | 7 December 2010 | Stakeholders Members of the public Full public consultation undertaken between August - October | Draft final Local Economic Assessment | Cllr Ken C Matthews Comments by 16/11/10 to Contact Officer: James Cushing, Head of Economic Policy james.cushing@centralbedfordshire.gov.uk Tel: 0300 300 4984 |
| 27. | School Modernisation - | To approve the commencement of the rolling capital programme | Portfolio Holder Delegated Decision | | Report | Cllr Mrs Anita M Lewis Comments to Contact Officer: Rob Parsons, Head of School Organisation and Capital Planning 0300 300 5572 |
| 28. | School Temporary Accommodation - | To approve the commencement of the rolling capital programme | Portfolio Holder Delegated Decision | | Report | Cllr Mrs Anita M Lewis Comments to Contact Officer: Rob Parsons, Head of School Organisation and Capital Planning 0300 300 5572 |
| 29. | Asbestos, Health & Safety - | To approve the commencement of the rolling capital programme. | Portfolio Holder Delegated Decision | | Report | Cllr Mrs Anita M Lewis Comments to Contact Officer: Rob Parsons, Head of School Organisation and Capital Planning 0300 300 5572 |

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:

| Date of Publication | Period of Plan |
|----------------------------|------------------------------------|
| 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 |

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