

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



**please ask for** Bernard Carter  
**direct line** 0300 300 4175  
**date** 17 November 2011

## NOTICE OF MEETING

### CUSTOMER AND CENTRAL SERVICES OVERVIEW & SCRUTINY COMMITTEE

Date & Time

**Monday, 28 November 2011 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 P A Duckett (Chairman), Miss A Sparrow (Vice-Chairman), L Birt, J A E Clarke, Mrs R J Drinkwater, Dr R Egan, R W Johnstone, J Murray and Mrs M Mustoe

[Named Substitutes:

Mrs C F Chapman MBE, K Janes, D Jones, J A G Saunders and I Shingler]

All other Members of the Council - on request

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

# AGENDA

1. **Apologies for Absence**

Apologies for absence and notification of substitute members

2. **Minutes**

To approve as a correct record the Minutes of the meeting of the Customer and Central Services Overview and Scrutiny Committee held on 17 October 2011 and to note actions taken since that meeting.

3. **Members' Interests**

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

8. **Requested Items**

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

## Reports

<b>Item</b>	<b>Subject</b>	<b>Page Nos.</b>
9	<b>Executive Member Update</b>  To receive a brief verbal update from the Deputy Leader and Executive Member for Corporate Resources.	*
10	<b>ICT Framework</b>  To consider a presentation regarding the draft ICT Framework for Central Bedfordshire Council.	*
11	<b>Treasury Management Strategy And Treasury Policy</b>  The report provides a brief summary of the proposed changes to the Treasury Management Strategy.	* 11 - 52
12	<b>Capital Programme Review</b>  To consider a review of the Council's Capital Programme.	* 53 - 82
13	<b>Work Programme 2011 - 2012 &amp; Executive Forward Plan</b>  The report provides Members with details of the currently drafted Committee work programme and the latest Executive Forward Plan.	* 83 - 106

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**CENTRAL BEDFORDSHIRE COUNCIL**

At a meeting of the **CUSTOMER AND CENTRAL SERVICES OVERVIEW & SCRUTINY COMMITTEE** held in Room 15, Priory House, Monks Walk, Shefford on Monday, 17 October 2011.

**PRESENT**

Cllr P A Duckett (Chairman)  
Cllr Miss A Sparrow (Vice-Chairman)

Cllrs L Birt  
J A E Clarke  
Mrs R J Drinkwater

Cllrs Dr R Egan  
J Murray  
Mrs M Mustoe

Apologies for Absence: Cllrs R W Johnstone

Substitutes: Cllrs

Members in Attendance: Cllrs P N Aldis  
A D Brown  
J G Jamieson

Leader of the Council  
and Chairman of the  
Executive

D Jones

Officers in Attendance: Mr P Ball – Senior Finance Manager  
Mr I Brown – Interim Chief Assets Officer  
Mr B Carter – Corporate Scrutiny & Research  
Manager  
Ms D Clarke – Interim Assistant Chief Executive  
(People & Organisation)  
Mr C Jones – Chief ICT Officer  
Mr J Unsworth – Interim Assistant Chief Executive  
(Resources)  
Mr C Warboys – Chief Finance Officer & Section  
151 Officer

Others in Attendance

CCS/11/42 **Minutes**

**RESOLVED**

**that the Minutes of the meeting of the Customer and Central Services Overview and Scrutiny Committee held on 5 September 2011 be confirmed and signed by the Chairman as a correct record.**

CCS/11/43 **Members' Interests**

(a) **Personal Interests:-**

None.

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

None.

CCS/11/44 **Chairman's Announcements and Communications**

The Chairman had no announcements.

CCS/11/45 **Petitions**

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

CCS/11/46 **Questions, Statements or Deputations**

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

CCS/11/47 **Call-In**

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

CCS/11/48 **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/11/49 **Executive Member Update**

Due to the absence of the Deputy Leader and Executive Member for Corporate Resources, the Assistant Chief Executive (People & Organisation) provided members of the Committee with an update regarding the following issue:-

- Changes to staff terms and conditions, which came into effect on 1 October 2011. The Committee was informed that 6 members of staff had not attended work at the beginning of October 2011 out of a total workforce of approximately 2,500.

Members of the Committee were interested to know the number of staff who had attended work without having signed acceptance of revised terms and conditions. The Assistant Chief Executive (People & Organisation) clarified that these staff were legally now deemed to have accepted the new contracts "by conduct" and undertook to ascertain the number for Members' information.

CCS/11/50 **Quarter 1 Performance Report**

The Assistant Chief Executive (Resources) introduced this report, which highlighted Quarter 1 performance for the financial year 2012/13 recorded by Corporate Services (Resources) and Corporate Services (People & Organisation).

Members of the Committee asked a number of detailed questions regarding the report, which were answered by officers in attendance. These questions centred around:-

- The time taken to process Housing and Council Tax Benefit claims and the Council's ability to stabilise performance in this area by recruiting appropriately experienced staff and training existing officers, thereby reducing reliance upon contractors;
- The impact that rising unemployment was having on claimant numbers. In this respect the Chief Finance Officer agreed to provide Members with statistics regarding this issue via email; and
- The speed of payment of undisputed invoices;

**RECOMMENDATION:**

**That the presentation be noted.**

CCS/11/51 **Base Budget 2012/13 Review**

The Chief Finance Officer introduced this item, which consisted of two separate reports, one outlining the standstill 2012/13 budget for the Corporate Services directorate and one outlining the standstill 2012/13 budget for the whole Council.

Members of the Committee asked a number of detailed questions regarding the item, which were answered by officers in attendance. These questions centred around:-

- The budget pressures within ICT amounting to £921k. In this respect, the Chief ICT Officer explained that these pressures related to 6 additional posts approved since creation of the original 2011/12 budget and the removal of the budgeted vacancy rate;
- The setting, and potential reduction of, senior salary levels;
- The needs led pressures inherent within both children's and adults social services;
- The impact reducing custom was having on the Council's Services to Schools offer and our ability to reduce resources accordingly; and
- The need to make clear how the Council intended to spend the New Homes Bonus grant.

**RECOMMENDATION:**

**That the presentation be noted.**

CCS/11/52 **Channel Shift**

The Assistant Chief Executive (People & Organisation) introduced this item, which consisted of a presentation outlining the Council's channel shift strategy, known as "Central Direct". The strategy aimed to improve service delivery to customers through increased use of more cost effective and improved channels, re-engineered back office processes and strategically aligned telephony and face-to-face access.

Members of the Committee asked a number of detailed questions during the presentation, which were answered by officers in attendance. These questions centred around:-

- The work of a previous Member Task Force, which had already recommended improvements to the Council's website. In this respect, the Chief ICT Officer explained that although these improvements would be captured in the re-launched website, they did not go far enough to deliver full channel shift, particularly with regard to back office re-engineering;
- The need to provide Members with training on the new website. In this respect the Assistant Chief Executive (People & Organisation) agreed to deliver such in due course;
- The need to ensure equality of opportunity and continue to provide appropriate channels for the "digitally deprived", particularly older people;
- The future of the Ampthill Points of Presence because of its relatively high cost per transaction. In this respect the Assistant Chief Executive (People & Organisation) confirmed that the facility would in future open only 3 days per week; and
- The performance of the Council in tracking telephone calls to ensure resolution of customer queries;

**During consideration of this item, the Committee resolved to exclude members of the press and public in accordance with Section 100A (4) of the Local Government Act 1972 for consideration of an element of business contained within the presentation on the grounds that it involved the likely disclosure of exempt information as defined in paragraphs 7 and 12 of Part I of Schedule 12A of the Act. The Committee discussed the costs of the design phase of the strategy.**

Following this discussion the Committee resolved to readmit members of the press and public.

**RECOMMENDATION:**

**That the Committee supports the Council's draft "Central Direct" Channel Shift Strategy.**



CCS/11/53 **IT Stabilisation Programme**

The Chief ICT Officer introduced this item, which consisted of a presentation outlining the Council's ICT Stability Programme, the outcomes of which were to improve; systems availability and speed, ICT response times and planned downtime. The Chief ICT Officer also provided high level detail regarding project schedules and the programme timetable.

Members of the Committee asked a number of detailed questions during the presentation, which were answered by officers in attendance. These questions centred around:-

- Applications licences within a Citrix environment;
- The capital cost of the stability programme; and
- The Council's reducing reliance on Bedford Borough Council's network;

**RECOMMENDATION:**

**That the presentation be noted.**

CCS/11/54 **ICS (Integrated Children's Services) System**

The Chief ICT Officer introduced this item, which consisted of a presentation outlining the Council's project management, governance and key milestones relating to the Children Case Management System (previously known as ICS).

Members of the Committee asked a number of detailed questions during the presentation, which were answered by officers in attendance. These questions centred around the functionality of the system and the improvements it offered over and above the current (SWIFT) system.

**RECOMMENDATION:**

**That the presentation be noted.**

CCS/11/55 **Asset Disposal Programme 2012/13**

The Chief Assets Officer introduced this report, which provided Members with specific details regarding the major asset disposal programme for the financial year 2012/13, together with the currently agreed Asset Disposal Protocol.

**During consideration of this item, the Committee resolved to exclude members of the press and public in accordance with Section 100A (4) of the Local Government Act 1972 for consideration of the element of business contained within Appendix A on the grounds that it involved the likely disclosure of exempt information as defined in paragraphs 7 and 12 of Part I of Schedule 12A of the Act. The Committee discussed specifically target disposal values of surplus assets.**

Following this discussion the Committee resolved to readmit members of the press and public.

**RECOMMENDATION:**

**That the report be noted.**

CCS/11/56

**Shared Services**

The Assistant Chief Executive (Resources) introduced this report, which provided Members with details of the progress made against the recommendations of Internal Audit regarding the rectification of existing control weaknesses and the improvement of arrangements for Service Level Agreements (SLAs) for shared services with Bedford Borough Council.

Members of the Committee were disappointed to note the lack of progress made against many of the recommendations and therefore requested a further progress report to its February or March Committee meeting, this to also include details of the actions proposed with regard to those SLAs coming to an end on 31 March 2012, together with a sample range of SLAs for information.

**RECOMMENDATION:**

**That a further progress report be submitted to the February or March Committee meeting, which should also include details of the actions proposed with regard to those SLAs coming to an end on 31 March 2012, together with a sample range of SLAs for information.**

CCS/11/57

**Work Programme 2011 - 2012 & Executive Forward Plan**

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

**RESOLVED**

**That the Committee's Work Programme be noted, with the addition of a further progress report on shared services as agreed at CCS/11/56 above.**

(Note: The meeting commenced at 10.00 a.m. and concluded at 12.45 p.m.)

Chairman.....

Date.....

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**Meeting:** Customer and Central Services Overview & Scrutiny Committee  
**Date:** 28 November 2011  
**Subject:** Treasury Management Strategy And Treasury Policy  
**Report of:** Cllr Maurice Jones, Portfolio Holder for Corporate Resources  
**Summary:** The report provides a brief summary of the proposed changes to the Treasury Management Strategy.

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**Advising Officer:** Charles Warboys, Chief Finance Officer  
**Contact Officer:** Adrian King, Head of Financial Strategy  
**Public/Exempt:** Public  
**Wards Affected:** All  
**Function of:** Executive  
**Key Decision** No  
**Reason for urgency/  
exemption from call-in  
(if appropriate)** Not applicable

<b>CORPORATE IMPLICATIONS</b>
<p><b>Council Priorities:</b> Not applicable.</p> <p><b>Financial:</b> None directly arising from the report.</p> <p><b>Legal:</b> Central Bedfordshire's Strategy is in line with the requirements of the Treasury Management in the Public Sector Code of Practice and The Prudential Code for Capital Finance in Local Authorities.</p> <p><b>Risk Management:</b> The Strategy requires the consideration of risk in all treasury management undertakings.</p> <p><b>Staffing (including Trades Unions):</b> None</p> <p><b>Equalities/Human Rights:</b></p>

None

**Community Safety:**

None

**Sustainability:**

None

**RECOMMENDATION(S):**

- 1. That the Customer and Central Services Overview & Scrutiny Committee considers the report and submits comments to the Executive if considered necessary.**

*Reason for Recommendation(s): To put an effective treasury management framework in place for the Council. As well as making significant changes to the Treasury Management Strategy for 2011-12 this report sets out the strategy for 2012-13 to 2014-15. Therefore this has significant implications over the medium term and requires due consideration.*

**Introduction**

1. Local authority investments have been placed under greater scrutiny following the failure of the Icelandic Banks. In March 2009 the Audit Commission published their 'Risk and Return' report, the recommendations from which were addressed in the revised Treasury Management in the Public Sector Code of Practice. The Prudential Code for Capital Finance in Local Authorities was also revised in light of the greater risk now evident in investment markets.
2. The Treasury Management Policy is attached at Appendix A; this was revised February 2010 and is subject to review every three years. A revised Treasury Management Strategy is attached at Appendix B. Both these documents will be presented to Executive on 10 January 2012 and then to Full Council on 19th January 2012.
3. This report summarises the changes to the Treasury Management Strategy as a result of continuous review with our external advisers, Arlingclose.
4. The reform of the Housing Revenue Account at a national level will mean major changes to the Authority's financing arrangements. These necessitate revising the original 2011-12 Treasury Management Strategy.

### **Treasury Management Policy**

5. A number of changes have been made to the Treasury Management Policy adopted by the Council in February 2010,. The new Policy is attached at Appendix A.
6. The Treasury Management Policy sets out the objectives and the regulatory requirements of the Authority's Treasury Management Function as well as making consistent reference throughout to the Chief Finance Officer, the definition of Treasury activity has been slightly altered to include the management of investments
7. The main change to the policy is around the Council's borrowing it states that the "Council's borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt".
8. The Policy also reinforces that the Council's primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Authority's investments followed by the yield earned on investments remain important but are secondary considerations.

### **Treasury Management Strategy**

9. The Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public Services (the "CIPFA TM Code") and the Prudential Code require local authorities to determine the Treasury Management Strategy Statement (TMSS) and Prudential Indicators on an annual basis. The TMSS also incorporates the Investment Strategy as required under the CLG's Investment Guidance

### **Housing Revenue Account Self Financing**

10. Under the existing housing subsidy system Councils with housing stock are required to prepare a notional Housing Revenue Account using a set of predetermined factors for such items as maintenance costs and rental income to reflect the mix and age of the housing stock. The current year, 2011-12, will be the last year of the existing system. Under a new financing system, councils will be responsible for financing of the Housing Revenue Account, and the existing system of grants and payments will end. To fund this central government will be making payments to certain local authorities and in the case of the Council and other local authorities that currently contribute to the scheme, transferring an allocation of the national debt liability. The debt liability transfer is in the region of £159 million for Central Bedfordshire, with a final figure to be confirmed in January 2012. The debt transfer is to take place on the 28th March 2012. Under the new system the Council will be able to keep all of the rental income from its own housing stock.

11. A key issue is how the transferred debt will be financed. Recent central government announcements have indicated that authorities that will be having debt transferred will now be able to borrow at preferential rates from the Public Works Loans Board (PWLB) rather than from the money markets by ways of loans or bonds
12. In light of this reform with a one-off reallocation of debt the Council has revised its prudential indicators for 2011/12, to allow for the additional borrowing required. The key impact of this change is set out in paragraphs 16 and 17 below in the form of the Councils Authorised Limit and Operational Boundary. Other operational changes are described in the Treasury Management Strategy.
13. The Strategy also delegates the power to increase investment limits to the Chief Finance Officer, where required, if the HRA borrowing is taken out in advance of the March transfer date under advice from our advisers, Arlingclose

### **Counterparty Lists**

14. In light of the recent downgrading of major banks in the United Kingdom the Council has in consultation with its external advisers, lowered its credit rating limit to include all categories A banks/building societies within its counterparty listings i.e. include A-. This change is necessary as the counterparty arrangements agreed in the original 2011/12 Treasury Management Strategy severely restricts the ability of the authority to diversify its portfolio of investments, hence spreading risk.
15. The Strategy also allows the Council's banker NatWest to be used Should there be a downgrade to their credit ratings to a level below the Council's minimum criteria; the Council will continue to use the bank on an operational basis for short term liquidity investments (overnight and weekend investments) and for business continuity arrangements.

### **Authorised Limits and Operational Boundary.**

16. As previously described changes in the Housing Revenue Account Self Financing arrangement requires the Treasury Management Strategy to revise its Authorised limit and Operational boundary for 2011/12
17. The Authorised Limit has been revised from £272m to £446m for 2011/12 and an Authorised limit of £477m has been set for 2012/13. This represents the maximum level of external borrowing on a gross basis.
18. The Operational Boundary has been revised from £257m to £428m for 2011/12 and an Operational Boundary of £453m has been set for 2012/13. These limits link directly to the Capital Financing Requirement and estimates of other cashflow requirements.

### **Treasury Management Dashboard**

- 19 For information, the Treasury Management Dashboard is attached at Appendix C to the report. The authority has participated in CIPFA's half yearly benchmark survey and has therefore been able to evaluate its treasury management activities against 46 other local authorities to gain additional understanding of its treasury management performance in a wider context. The key benchmarked information is included within the dashboard and the report.
- 20 There is no change in the Council's Debt Portfolio as no new long term borrowing has been taken out by the Council this year. Internal resources, in lieu of borrowing, were utilised during the year as to fund capital commitments.
- 21 The decision to use internal resources in lieu of borrowing to fund capital expenditure together with the reduction in cash balances due to the schools transferring to a fully funded status has had an impact on investment income, Therefore it is expected interest income to be lower than budgeted figure of £1.3M.
- 22 The Council was able to obtain an average rate of return of 1.74% compared to benchmark authorities' average of 1.23%, as shown in B2 on the Treasury Management Performance Dashboard. The level of average cash held by the Council was £71m for the first half of the year which is considerably lower than benchmarked Authorities which held £106.2M.
- 23 The range of daily cash movements in the first half of the year has ranged between net payments of £18M and income of £14M. The volatility of the cash movement is set out in *C1 on the Treasury Management Performance Dashboard*
- 24 The gross cash movement of the Council has ranged between £49m to £79m within a calendar month. In order to facilitate these cash movements the Council will typically keep up to £24M in liquid cash that is allowed to 'run down', and build up in the course of the month. The range of cash outflows and inflows is set out in *C2 on the Treasury Management Performance Dashboard*

**Appendices:**

**A - Treasury Management Policy**

**B - Treasury Management Strategy**

**C - Treasury Management Dashboard**

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

None

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**Appendix A**

**TREASURY MANAGEMENT POLICY STATEMENT**

**1. INTRODUCTION**

In accordance with the Chartered Institute of Public Finance & Accountancy (CIPFA) Code of Practice on Treasury Management (Revised 2009), this Council defines the policies and objectives of its treasury management activities as follows:

- 1.1 This Council defines its treasury management activities as:  
“The management of the authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.
- 1.2 This Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will include their risk implications for the Council, and any financial instruments entered into to manage these risks.
- 1.3 This Council acknowledges that effective treasury management will provide support towards the achievement of its Medium Term Financial Strategy. It is therefore committed to the principles of achieving best value in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.
- 1.4 The Chief Finance Officer will produce for adoption by Full Council prior to the commencement of each financial year an annual Treasury Management Strategy Statement which will set out the borrowing and investment strategy to be adopted for the for the year ahead along with the associated Prudential Indicators, in compliance with the CIPFA Prudential Code for Capital Finance in Local Authorities.
- 1.5 The Chief Finance Officer will maintain suitable Treasury Management Practices (TMPs) which will set out the manner in which this Council will seek to achieve its treasury management policies and objectives and how it will manage and control those activities.
- 1.6 The Council’s borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt.

1.7 The Council's primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Authority's investments followed by the yield earned on investments remain important but are secondary considerations.

## 2. Objectives

2.1 The principal objectives of this Treasury Management Policy Statement are to provide a framework within which: -

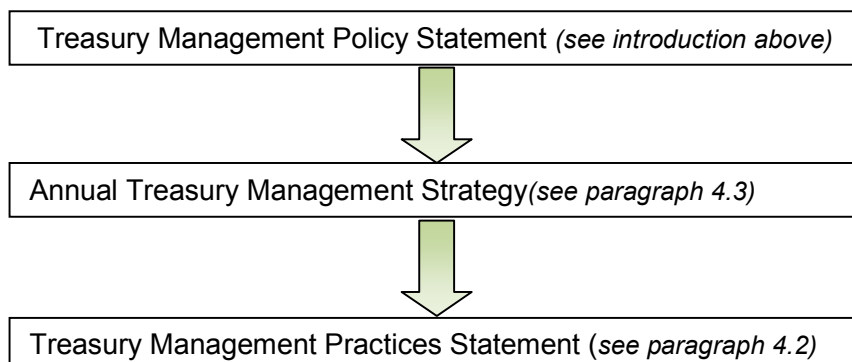
- i) Risks which might affect the Council's ability to fulfill its responsibilities or which might jeopardise its financial security can be identified and managed;
- ii) Borrowing costs can be minimised whilst ensuring the long term security and stability of the Council's financial position;
- iii) Investment returns can be safely maximised and capital values maintained;
- iv) The use of assets as loan security is minimised.

## 3. Review Period

It is the Council's responsibility to approve a Treasury Management Policy Statement on a periodic basis. This policy will be reviewed every three years or whenever legislative, regulatory or best practice changes materially affect the effectiveness of the current policy. In the absence of changes, the next scheduled date for review is therefore January 2015.

## 4. Documentation

This document forms part of a suite of Treasury documents intended to govern and regulate treasury management activity. The hierarchy of documents is set out below and the role of each is explained



4.2 The Treasury Management Practices Statement sets out that detailed application the lies behind the policy and sets out the manner in which the organisation will seek to achieve the policy objectives, describing how it will manage and control the activities listed below:

- Treasury Risk Management
- Best value and performance measurement
- Decision making and analysis
- Approved instruments, methods and techniques
- Organisation, clarity and segregation of responsibilities; dealing arrangements
- Reporting requirements, Management information arrangements
- Budgeting, Accounting and Audit Arrangements
- Cash and Cash Flow Management
- Money Laundering
- Staff training and qualifications
- Use of external service providers
- Corporate governance

4.3 The Annual Treasury Management Strategy integrates with the Prudential Indicators being set and will include the following:

- Links to Capital Financing and Treasury Management Prudential Indicators for the current and ensuing year
- Strategy for financing new borrowing requirements (if any) and refinancing maturing borrowing (if any) over the next year and for restructuring of debt
- the extent to which surplus funds are earmarked for short term requirements
- the investment strategy for the forthcoming year (*see below*)

- the minimum to be held in short term/specified investment during the coming year
- the interest rate outlook against which the treasury activities are likely to be undertaken.

4.4 Based on the CLG Guidance on Investments, the Council will produce as part of the Annual Treasury Management Strategy, an investment strategy that sets out

- § the objectives, policies and strategy for managing its investments;
- § the determination of which Specified and Non Specified Investments the Council will utilise during the forthcoming financial year(s) based on the Council's economic and investment outlook and the expected level of investment balances;
- § the limits for the use of Non-Specified Investments.

## 5. Basis of Policy

5.1 The Council will adhere to the regulatory framework set out in the following documents: -

- a) CIPFA Code of Practice on Treasury Management (Revised 2009);
- b) The 2009 Prudential Code for Capital Finance (the 2003 document having first introduced requirements for the manner in which capital spending plans are to be considered and approved and in conjunction with this, the development of an integrated Treasury Management Strategy;
- c) The Council's Constitution, Code of Financial Governance and the scheme of Officer Delegations.

5.2 Copies of the documents listed above are available from the Chief Finance Officer, if required. The Council will be bound by the requirements of any successor documents to those listed above unless a subsequent review of this policy deems them no longer to be appropriate.

5.3 In arriving at treasury management decisions, due cognisance will be taken of written and verbal advice provided by Funding Advisors but neither the Council nor its officers will be bound by such advice.

5.4 The Chief Finance Officer will only transact with brokers, funders and counterparties who have accepted the principles set out in the current Bank of

England's "Non Investment Products Code (NIPS Code)  
(<http://www.bankofengland.co.uk/markets/forex/fxjsc/nipscode.pdf>).

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**Appendix B**

**Treasury Management Strategy Statement and Investment Strategy**

**2012/13 to 2014/15  
Revisions to 2011/12 Strategy**

**1. Background**

- 1.1. The Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public Services (the "CIPFA TM Code") and the Prudential Code require local authorities to determine the Treasury Management Strategy Statement (TMSS) and Prudential Indicators (PIs) on an annual basis. The TMSS also includes the Annual Investment Strategy (AIS) that is a requirement of the CLG's Investment Guidance.
- 1.2. The purpose of this TMSS is, therefore, to approve:
  - Revisions to Treasury Management Strategy and Prudential Indicators for 2011/12
  - Treasury Management Strategy for 2012/13
  - Annual Investment Strategy for 2012/13
  - Prudential Indicators for 2012/13, 2013/14 and 2014/15
  - MRP Statement.
- 1.3. Treasury Management is about the management of risk. The Authority is responsible for its treasury decisions and activity. No treasury management activity is without risk.
- 1.4. As per the requirements of the Prudential Code, the Authority has adopted the CIPFA Treasury Management Code at a meeting of its Shadow Executive on 17<sup>th</sup> Feb 2009.
- 1.5. All treasury activity will comply with relevant statute, guidance and accounting standards.

**2. Background**

- 2.1. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR). The CFR, together with Usable Reserves, are the core drivers of the Authority's Treasury Management activities.
- 2.2. The Authority's current level of debt and investments is set out at **Annex A**.

- 2.3 The Authority is able to borrow funds in excess of the current level of its CFR up to the projected level in 2014/15. The Authority is likely to only borrow in advance of need if it felt the benefits of borrowing at interest rates now compared to where they are expected to be in the future, outweighs the current cost and risks associated with investing the proceeds until the borrowing was actually required.
- 2.4 The forecasted movement in the CFR in coming years is one of the Prudential Indicators (PIs). The movement in actual external debt and usable reserves combine to identify the Authority's borrowing requirement and potential investment strategy in the current and future years.

**Table 1: Balance Sheet Summary Analysis**

	<b>2011/12 Estimate £m</b>	<b>2012/13 Estimate £m</b>	<b>2013/14 Estimate £m</b>	<b>2104/15 Estimate £m</b>
General Fund CFR	220.1	239.3	245.6	260.8
HRA CFR**	154.3	154.3	154.3	154.3
<b>Total CFR</b>	<b>374.4</b>	<b>393.6</b>	<b>399.9</b>	<b>415.0</b>
Less:				
Existing Profile of Borrowing and Other Long Term Liabilities	-156.2 -23.1	-155.6 -21.7	-150.6 -20.3	-143.0 -18.9
<b>Cumulative Maximum External Borrowing Requirement</b>	<b>195.1</b>	<b>216.3</b>	<b>229.0</b>	<b>253.1</b>
Usable Reserves	<b>-9.0</b>	<b>-10.9</b>	<b>-12.8</b>	<b>-14.7</b>
<b>Cumulative Net Borrowing Requirement/(Investments)</b>	<b>186.1</b>	<b>205.4</b>	<b>216.2</b>	<b>238.4</b>

\*\* This figure reflects the potential increase on account of Housing Reform.

- 2.5 Table 1 shows that the capital expenditure plans of the Council cannot be funded entirely through internal resources and the Council will need to fund its capital expenditure through external borrowing, however where possible the Council will use its internal resource.

### **3. Self-Financing of Housing**

- 3.1 The reforms involve a removal of the housing subsidy system by offering a one-off reallocation of debt. The settlement of the reallocation is expected to take place on 28<sup>th</sup> March 2012 and will result in the Council having to increase its debt to fund the settlement of approximately £159m. The specific



borrowing amount and terms have been determined by the Council in conjunction with the advice of its treasury advisers.

In **Annex B** revisions are made to the Prudential Indicators for 2011/12 to reflect the increase in borrowing in relation to the self-financing settlement.

#### **4. Interest Rate Forecast**

- 4.1 The economic and interest rate forecast provided by the Authority's treasury management advisor is attached at **Annex C**. The Authority will reappraise its strategies from time to time in response to evolving economic, political and financial events.

#### **5. Borrowing Strategy**

- 5.1 Treasury management and borrowing strategies in particular continue to be influenced not only by the absolute level of borrowing rates but also the relationship between short and long term interest rates. The interest rate forecast provided in **Annex C** indicates that an acute difference between short and longer term interest rates is expected to continue. This difference creates a "cost of carry" for any new longer term borrowing where the proceeds are temporarily held as investments because of the difference between what is paid on the borrowing and what is earned on the investment. Whilst the cost of carry can be assumed to be a reasonably short-term issue since borrowing is often for longer dated periods (anything up to 50 years) it cannot be ignored against a backdrop of uncertainty and affordability constraints in the Council's wider financial position.
- 5.2 As indicated in Table 1, the Council has a gross and net borrowing requirement and will be required to borrow up to £216.3m in 2012/13. Where possible the Council will use its balances and reserves to avoid the need for external borrowing, by essentially lending its own surplus funds to itself to minimise borrowing costs and reduce overall treasury risk by reducing the level of its external investment balances. The Council will adopt a flexible approach to this borrowing in consultation with its treasury management advisers, Arlingclose Ltd. The following issues will be considered prior to undertaking any external borrowing:

- Affordability;
- Maturity profile of existing debt;

- Interest rate and refinancing risk;
- Borrowing source.

5.2 Subject to final guidance from CIPFA, the Council intends to manage its HRA debt portfolio together with its General fund debt portfolio (the one pool approach) so financing costs for all debt will be averaged out. In total the estimated interest payments for general fund and HRA debt in 2012/13 is around £10.5m and the estimated interest receipts for 2012/13 is £0.8m.

## **6. Sources of Borrowing and Portfolio implications**

6.1 In conjunction with advice from its treasury advisor, Arlingclose Ltd, the Authority will keep under review the following borrowing sources:

- PWLB
- Local authorities
- Commercial banks
- European Investment Bank
- Money markets
- Capital markets (stock issues, commercial paper and bills)
- Structured finance
- Leasing

6.2 The cost of carry has resulted in an increased reliance upon shorter dated and variable rate borrowing. This type of borrowing injects volatility into the debt portfolio in terms of interest rate risk but is counterbalanced by its affordability and alignment of borrowing costs with investment returns. The Authority's exposure to shorter dated and variable rate borrowing is kept under regular review by reference to the difference or spread between variable rate and longer term borrowing costs. A narrowing in the spread by 0.5% will result in an immediate and formal review of the borrowing strategy to determine whether the exposure to shorter dated and variable rates is maintained or altered.

6.3 The Authority has £13.5m exposure to LOBO loans (Lender's Option Borrower's Option) all of which can be "called" within 2012/13. A LOBO is called when the Lender exercises its right to amend the interest rate on the loan at which point the Borrower can accept the revised terms or reject them and repay the loan. LOBO loans present a potential refinancing risk to the Council since the decision to call a LOBO is entirely at the lender's discretion.

Any LOBOs called will be discussed with the treasury advisers prior to acceptance of any revised terms. The default position will be the repayment of the LOBO without penalty i.e. the revised terms will not be accepted.

## **7. Debt Rescheduling**

7.1 The Authority's debt portfolio can be restructured by prematurely repaying loans and refinancing them on similar or different terms to achieve a reduction in risk and/or savings in interest costs.

7.2 The lower interest rate environment and changes in the rules regarding the premature repayment of PWLB loans has adversely affected the scope to undertaken meaningful debt restructuring although occasional opportunities arise. The rationale for undertaking any debt rescheduling would be one or more of the following:

- Savings in risk adjusted interest costs
- Rebalancing the interest rate structure of the debt portfolio
- Changing the maturity profile of the debt portfolio

7.3 Borrowing and rescheduling activity will be reported to the Executive in the Annual Treasury Management Report and the regular treasury management reports presented to the Customer & Central Services Overview and Scrutiny Committee.

## **8. Annual Investment Strategy**

8.1 In accordance with Investment Guidance issued by the CLG and best practice the Council's primary objective in relation to the investment of public funds remains the security of capital. The liquidity or accessibility of the Authority's investments followed by the yields earned on investments is important but are secondary considerations.

8.2 Credit markets remain in a state of distress as a result of the excessive and poor performing debt within the financial markets. In some instances, Greece and Italy being the most notable examples, the extent and implications of the debt it has built up have lead to a sovereign debt crisis and a banking crisis with the outcome still largely unknown. It is against this backdrop of uncertainty that the Authority's investment strategy is framed.

8.3 Investments are categorised as "Specified" or "Non-Specified" within the investment guidance issued by the CLG.

Specified investments are sterling denominated investments with a maximum maturity of one year. They also meet the “high credit quality” as determined by the Council and are not deemed capital expenditure investments under Statute. Non specified investments are, effectively, everything else.

- 8.4 The types of investments that will be used by the Council and whether they are specified or non-specified are as follows:

**Table 2: Specified and Non-Specified Investments**

Investment	Specified	Non-Specified
Term deposits with banks and building societies	✓	✓
Term deposits with other UK local authorities	✓	✓
Certificates of deposit with banks and building societies	✓	✓
Gilts	✓	✓
Treasury Bills (T-Bills)	✓	x
Bonds issued by Multilateral Development Banks	✓	✓
Local Authority Bills	✓	x
Commercial Paper	✓	x
Corporate Bonds	✓	✓
AAA rated Money Market Funds	✓	x
Other Money Market and Collective Investment Schemes	✓	✓
Debt Management Account Deposit Facility	✓	x

- 8.5 A number of changes have been implemented to investment strategy for 2012/13 in response to changes in the CLG Guidance and evolving conditions in financial markets. This results in the inclusion of corporate bonds which the CLG have indicated will become an eligible non-capital investment from 1<sup>st</sup> April 2012. However, the principal amendments are in relation to the individual institutions with which the Authority is prepared to lend its funds.
- 8.6 The Authority and its advisors, Arlingclose Ltd, select countries and financial institutions after analysis and ongoing monitoring of:

- Published credit ratings for financial institutions (minimum long term rating of A- or equivalent for counterparties; AA+ or equivalent for non-UK sovereigns) – this is lower than the A+ minimum adopted in 2011/12 and is in response to downgrades in credit ratings below A+ of many institutions considered to be systemically important to the financial system.
- Credit Default Swaps (where quoted)
- Economic fundamentals (for example Net Debt as a percentage of GDP)
- Sovereign support mechanisms
- Share Prices
- Corporate developments, news, articles, markets sentiment and momentum
- Subjective overlay – or, put more simply, common sense.

Any institution can be suspended or removed should any of the factors identified above give rise to concern.

The countries and institutions that meet the criteria for term deposits, Certificates of Deposit (CDs) and call accounts are included in **Annex D**.

It remains the Council's policy to make exceptions to counterparty policy established around credit ratings, but this is conditional and directional. What this means is that an institution that meets criteria may be suspended, but institutions not meeting criteria will not be added.

It is the Council's intention to adopt the new credit rating criteria for the remainder of 2011-12 on approval of this Strategy.

- 8.7 **Council's Banker** – The Council banks with NatWest. On adoption of this Strategy, it will meet the minimum credit criteria of A- (or equivalent) long term. It is the Council's intention that *even if the credit rating of NatWest falls* below the minimum criteria A- the bank will continue to be used for short term liquidity requirements (overnight and weekend investments) and business continuity arrangements.

## 9. Investment Strategy

- 9.1 With short term interest rates low for even longer, an investment strategy will typically result in a lengthening of investment periods, where cash flow permits, in order to lock in higher rates of acceptable risk adjusted returns. The problem in the current environment is finding an investment counterparty providing acceptable levels of counterparty risk.

9.2 In order to diversify an investment portfolio largely invested in cash, investments will be placed with a range of approved investment counterparties in order to achieve a diversified portfolio of prudent counterparties, investment periods and rates of return. Maximum investment levels with each counterparty will be set to ensure prudent diversification is achieved.

9.3 Money market funds (MMFs) will be utilised but good treasury management practice prevails and whilst MMFs provide good diversification the Authority will also seek to diversify any exposure by utilising more than one MMF. The Authority will also restrict its exposure to MMFs with lower levels of funds under management and will not exceed 0.5% of the net asset value of the MMF.

9.4 Collective Investment Schemes (Pooled Funds):

The Authority has evaluated the use of Pooled Funds and determined the appropriateness of their use within the investment portfolio. Pooled funds enable the Council to diversify the assets and the underlying risk in the investment portfolio and provide the potential for enhanced returns.

9.5 Investments in pooled funds will be undertaken with advice from Arlingclose Ltd. The Authority's current investments in Pooled Funds are listed in **Annex E**; their performance and continued suitability in meeting the Council's investment objectives are regularly monitored.

**10. The Use of Financial Instruments for the Management of Risks**

10.1 Currently, Local Authorities' legal power to use derivative instruments remains unclear. The General Power of Competence enshrined in the Localism Bill is not sufficiently explicit. Consequently, the authority does not intend to use derivatives.

10.2 Should this position change, the Council may seek to develop a detailed and robust risk management framework governing the use of derivatives, but this change in strategy will require full Council approval.

**11. Balanced Budget Requirement**

11.1 The Authority complies with the provisions of S32 of the Local Government Finance Act 1992 to set a balanced budget.

**12. 2012/13 MRP Statement**

12.1 The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 (SI 2008/414) place a duty on local authorities to make a prudent provision for debt redemption. Guidance on Minimum Revenue Provision has been issued by the Secretary of State and local authorities are required to “have regard” to such Guidance under section 21(1A) of the Local Government Act 2003.

12.2 The four MRP options available are:

- Option 1: Regulatory Method
- Option 2: CFR Method
- Option 3: Asset Life Method
- Option 4: Depreciation Method

*NB This does not preclude other prudent methods.*

12.3 In 2012/13: Options 1 and 2 may be used only for supported (i.e. financing costs deemed to be supported through Revenue Support Grant from Central Government) Non-HRA capital expenditure funded from borrowing.

Methods of making prudent provision for unsupported Non-HRA capital expenditure include Options 3 and 4 (which may also be used for supported Non-HRA capital expenditure if the Council chooses).

There is no requirement to charge MRP in respect of HRA capital expenditure funded from borrowing.

12.4 MRP Statement - The Authority will apply Option 1 in respect of supported Non-HRA capital expenditure funded from borrowing and Option 3 in respect of unsupported Non-HRA capital expenditure funded from borrowing. If the Council ever proposes to vary this MRP Statement during the year, a revised statement will be put to Full Council at that time.

And

MRP in respect of leases and Private Finance Initiative schemes brought on Balance Sheet under the International Financial Reporting Standards (IFRS) based Accounting Code of Practice will match the annual principal repayment for the associated deferred liability.

### **13. Monitoring and Reporting on the Treasury Outturn and Prudential Indicators**

13.1 The Portfolio Holder for People, Finance and Governance will report to the Full Council on treasury management activity / performance and Performance Indicators as follows:

- Mid year against the strategy approved for the year.
- The Council will produce an outturn report on its treasury activity no later than 30<sup>th</sup> September after the financial year end.
- Customer & Central Services Overview and Scrutiny Committee will be responsible for the scrutiny of treasury management activity and practices.

#### 14. Other Items

##### 14.1 Training

CIPFA's Code of Practice requires the *responsible officer* to ensure that all members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities.

The Council will organise training for members and staff with Arlingclose and any other suitable organisations to issue relevant needs are met

##### 14.2 Investment Consultants/Treasury Advisors

The CLG's Guidance on local government investments recommend that the Investment Strategy should state:

- Whether and, if so, how the authority uses external contractors offering information, advice or assistance relating to investment and
- How the quality of any such service is controlled.

14.3 The Council external advisor on Treasury Management is Arlingclose who provide information advice and assistance in all areas of treasury. The Council has a close working relationship and are in contact with their advisors on a regular basis (weekly) and if needs be daily. A detailed scheduled of services is listed within the contract.

This contract is subject to review every three years and will be due for renewal 31.3.12 with the option to roll over yearly.



**Annex A – Existing Investment & Debt Portfolio Position (Section 2.2)**

	<b>31/10/2011</b>
	<b>Actual Portfolio</b>
	<b>£m</b>
<b>External Borrowing:</b>	
Fixed Rate – PWLB	107.1
Fixed Rate – Market	13.5
Variable Rate – PWLB	35.6
Variable Rate – Market	0.0
<b>Total External Borrowing</b>	<b>156.3</b>
<b>Other Long Term Liabilities:</b>	
- PFI	18.5
- Finance Leases	4.6
<b>Total Gross External Debt</b>	<b>179.3</b>
<b>Investments:</b>	
<i>Managed in-house</i>	
- Short-term monies (Deposits/ monies on call /MMFs)	51.9
- Long-term investments	0.0
<i>Managed externally</i>	
- Pooled Funds ( <i>Lime Fund</i> )	4.7
<b>Total Investments</b>	<b>56.6</b>

## Annex B

### Revisions to 2011/12 Prudential Indicators and Prudential Indicators for 2012/13 – 2014/15

#### 1 Background:

There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the "CIPFA Prudential Code") when setting and reviewing their Prudential Indicators.

#### 2. Net Borrowing and the Capital Financing Requirement:

This is a key indicator of prudence. In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that the net external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional increases to the capital financing requirement for the current and next two financial years.

The Chief Finance Officer reports that the authority had no difficulty meeting this requirement in 2011/12, nor are there any difficulties envisaged for future years. This view takes into account current commitments, existing plans and the proposals in the approved budget.

#### 3. Estimates of Capital Expenditure:

3.1 This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax and in the case of the HRA, housing rent levels.

<b>Capital Expenditure</b>	<b>2011/12 Approved</b>	<b>2011/12 Revised</b>	<b>2012/13 Estimate</b>	<b>2013/14 Estimate</b>	<b>2014/15 Estimate</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Non-HRA	39.5	78.2	<b>82.2</b>	51.2	34.9
HRA	4.7	5.1	<b>6.1</b>	10.5	10.2
<b>Total</b>	<b>44.2</b>	<b>83.2</b>	<b>88.3</b>	<b>61.7</b>	<b>45.1</b>

3.2 Capital expenditure will be financed or funded as follows:

<b>Capital Financing</b>	<b>2011/12 Approved £m</b>	<b>2011/12 Revised £m</b>	<b>2012/13 Estimate £m</b>	<b>2013/14 Estimate £m</b>	<b>2014/15 Estimate £m</b>
Capital receipts	7.7	9.0	<b>11.2</b>	12.2	6.0
Government Grants	17.9	52.3	<b>46.2</b>	26.5	7.2
Major Repairs Allowance	3.8	4.0	<b>0.0</b>	0.0	0.0
Revenue contributions	0.9	0.9	<b>5.9</b>	10.3	10.0
<b>Total Financing</b>	<b>30.4</b>	<b>66.2</b>	<b>63.4</b>	<b>48.9</b>	<b>23.2</b>
Supported borrowing	0.0	0.0	<b>0.0</b>	0.0	0.0
Unsupported borrowing	13.8	17.1	<b>24.9</b>	12.7	21.9
<b>Total Funding</b>	<b>13.8</b>	<b>7.1</b>	<b>24.9</b>	<b>12.7</b>	<b>0.0</b>
<b>Total Financing and Funding</b>	<b>44.2</b>	<b>83.2</b>	<b>88.3</b>	<b>61.7</b>	<b>45.1</b>

#### 4. Ratio of Financing Costs to Net Revenue Stream:

4.1 This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs. The definition of financing costs is set out in the Prudential Code.

4.2 The ratio is based on costs net of investment income.

<b>Ratio of Financing Costs to Net Revenue Stream</b>	<b>2011/12 Approved</b> %	<b>2011/12 Revised</b> %	<b>2012/13 Estimate</b> %	<b>2013/14 Estimate</b> %	<b>2014/15 Estimate</b> %
Non-HRA	7.61	5.53	<b>6.33</b>	7.21	8.05
HRA*	0.6	0.89	<b>17.16</b>	16.37	15.61
<b>Total</b>	<b>6.76</b>	<b>4.98</b>	<b>7.71</b>	<b>8.42</b>	<b>9.09</b>

#### 5. Capital Financing Requirement:

5.1 The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. The calculation of the CFR is taken from the amounts held in the Balance Sheet relating to capital expenditure and its financing.

<b>Capital Financing Requirement</b>	<b>2011/12 Approved</b> £m	<b>2011/12 Revised</b> £m	<b>2012/13 Estimate</b> £m	<b>2013/14 Estimate</b> £m	<b>2014/15 Estimate</b> £m
Non-HRA		220.1	<b>239.3</b>	245.6	260.8
HRA*		154.3	<b>154.3</b>	154.3	154.3
<b>Total CFR</b>		<b>374.4</b>	<b>393.6</b>	<b>399.9</b>	<b>415.0</b>

#### 6. Actual External Debt:

6.1 This indicator is obtained directly from the Council's balance sheet. It is the closing balance for actual gross borrowing plus other long-term liabilities. This Indicator is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit.

Actual External Debt as at 31/03/2011	£m
Borrowing	156.2
Other Long-term Liabilities	23.1
<b>Total</b>	<b>179.3</b>

## 7. Incremental Impact of Capital Investment Decisions:

7.1 This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax and Housing Rent levels. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme with an equivalent calculation of the revenue budget requirement arising from the proposed capital programme.

Incremental Impact of Capital Investment Decisions	2011/12 Approved £	2012/13 Estimate £	2013/14 Estimate £	2014/15 Estimate £
Increase in Band D Council Tax	10.4	<b>17.96</b>	24.87	32.11
Increase in Average Weekly Housing Rents	0.12	<b>0.22</b>	0.53	0.84

## 8. Authorised Limit and Operational Boundary for External Debt:

8.1 The Council has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Council and not just those arising from capital spending reflected in the CFR.

8.2 The **Authorised Limit** sets the maximum level of external borrowing on a gross basis (i.e. not net of investments) for the Council. It is measured on a daily basis against all external borrowing items on the Balance Sheet (i.e. long and short term borrowing, overdrawn bank balances and long term liabilities). This Prudential Indicator separately identifies borrowing from other long term liabilities such as finance leases. It is consistent with the Council's existing commitments, its proposals for capital expenditure and financing and its approved treasury management policy statement and practices.

8.3 The Authorised Limit has been set on the estimate of the most likely, prudent but not worst case scenario with sufficient headroom over and above this to allow for unusual cash movements.

8.4 The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

<b>Authorised Limit for External Debt</b>	<b>2011/12 Approved £m</b>	<b>2011/12 Revised £m</b>	<b>2012/13 Estimate £m</b>	<b>2013/14 Estimate £m</b>	<b>2014/15 Estimate £m</b>
Borrowing	242	446	<b>477</b>	484	501
Other Long-term Liabilities	30	28	<b>33</b>	33	33
<b>Total</b>	<b>272</b>	<b>474</b>	<b>509</b>	<b>516</b>	<b>534</b>

8.5 The Operational Boundary links directly to the Council's estimates of the CFR and estimates of other cashflow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

8.6 The Chief Finance Officer has delegated authority, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long-term liabilities. Decisions will be based on the outcome of financial option appraisals and best value considerations. Any movement between these separate limits will be reported to the next meeting of the Full Council

<b>Operational Boundary for External Debt</b>	<b>2011/12 Approved £m</b>	<b>2011/12 Revised £m</b>	<b>2012/13 Estimate £m</b>	<b>2013/14 Estimate £m</b>	<b>2014/15 Estimate £m</b>
Borrowing	232	428	<b>459</b>	466	483
Other Long-term Liabilities	25	25	<b>30</b>	30	30
<b>Total</b>	<b>257</b>	<b>453</b>	<b>489</b>	<b>496</b>	<b>513</b>

**9. Adoption of the CIPFA Treasury Management Code:**

9.1 This indicator demonstrates that the Council has adopted the principles of best practice.

<b>Adoption of the CIPFA Code of Practice in Treasury Management</b>
The Council approved the adoption of the CIPFA Treasury Management Code at its Shadow Executive meeting on the 17 <sup>th</sup> Feb 2009

*The Council has incorporated the changes from the revised CIPFA Code of Practice into its treasury policies, procedures and practices.*

**10. Gross and Net Debt:**

10.1 The purpose of this treasury indicator is to highlight a situation where the Council is planning to borrow in advance of need.

<b>Gross and Net Debt</b>	<b>2011/12 Estimated £m</b>	<b>2012/13 Authorised £m</b>	<b>2013/14 Authorised £m</b>	<b>2014/15 Authorised £m</b>
Outstanding Borrowing (at nominal value)	334.7	<b>354.6</b>	359.7	365.3
Other Long-term Liabilities (at nominal value)	21.7	<b>20.3</b>	18.9	17.8
<b>Gross Debt</b>	356.4	<b>374.9</b>	378.7	383.1
<b>Less: Average Investments</b>	52.2	<b>52.3</b>	52.3	52.4
<b>Net Debt</b>	<b>304.2</b>	<b>322.6</b>	<b>326.4</b>	<b>330.7</b>

**11. Upper Limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure:**

11.1 These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates.

11.2 The upper limit for variable rate exposure has been set to ensure that the Council is not exposed to interest rate rises which could adversely impact on the revenue budget. The limit allows for the use of variable rate debt to offset exposure to changes in short-term rates on investments

Guidance note on quantum of acceptable volatility...

	Existing level at 31/03/11 %	2011/12 Approved %	2011/12 Revised %	2012/13 Estimate %	2013/14 Estimate %	2014/15 Estimate %
Upper Limit for Fixed Interest Rate Exposure	77.2	100	100	<b>100</b>	100	100
Upper Limit for Variable Interest Rate Exposure	22.8	35	35	<b>35</b>	35	35

11.3 The limits above provide the necessary flexibility within which decisions will be made for drawing down new loans on a fixed or variable rate basis; the decisions will ultimately be determined by expectations of anticipated interest rate movements as set out in the Council's treasury management strategy.

**12. Maturity Structure of Fixed Rate borrowing:**

12.1 This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years.

12.2 It is calculated as the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. The maturity of borrowing is determined by reference to the earliest date on which the lender can require payment.



<b>Maturity structure of fixed rate borrowing</b>	<b>Existing level at 31/03/11 %</b>	<b>Lower Limit for 2012/13 %</b>	<b>Upper Limit for 2012/13 %</b>
under 12 months	0.54	0	20
12 months and within 24 months	4.18	0	20
24 months and within 5 years	3.65	0	60
5 years and within 10 years	0.00	0	100
10 years and within 20 years	26.63	0	100
20 years and within 30 years	2.09	0	100
30 years and within 40 years	0.54	0	100
40 years and within 50 years	57.16	0	100
50 years and above	5.22	0	100

**13. Credit Risk:**

13.1 The Council considers security, liquidity and yield, in that order, when making investment decisions.

13.2 Credit ratings remain an important element of assessing credit risk, but they are not a sole feature in the Council's assessment of counterparty credit risk.

13.3 The Council also considers alternative assessments of credit strength, and information on corporate developments of and market sentiment towards counterparties. The following key tools are used to assess credit risk:

- Published credit ratings of the financial institution (minimum A- or equivalent) and its sovereign (minimum AA+ or equivalent for non-UK sovereigns);
- Sovereign support mechanisms;
- Credit default swaps (where quoted);
- Share prices (where available);
- Economic fundamentals, such as a country's net debt as a percentage of its GDP);
- Corporate developments, news, articles, markets sentiment and momentum;
- Subjective overlay.

13.4 The only indicators with prescriptive values remain to be credit ratings. Other indicators of creditworthiness are considered in relative rather than absolute terms.

**14. Upper Limit for total principal sums invested over 364 days:**

14.1 The purpose of this limit is to contain exposure to the possibility of loss that may arise as a result of the Council having to seek early repayment of the sums invested.

<b>Upper Limit for total principal sums invested over 364 days</b>	<b>2011/12 Approved £m</b>	<b>2011/12 Revised £m</b>	<b>2012/13 Estimate £m</b>	<b>2013/14 Estimate £m</b>	<b>2014/15 Estimate £m</b>
	25	25	25	25	25

**Annex C – Economic & Interest Rate Forecast (Sections 4.1 & 5.1)**

	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14	Sep-14	Dec-14
<b>Official Bank Rate</b>													
Upside risk						0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk													
<b>1-yr LIBID</b>													
Upside risk	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	1.75	1.75	1.75	1.75	1.75	1.80	1.85	1.95	2.00	2.10	2.20	2.30	2.40
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
<b>5-yr gilt</b>													
Upside risk	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	1.25	1.30	1.35	1.40	1.50	1.60	1.70	1.80	2.00	2.10	2.30	2.40	2.50
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
<b>10-yr gilt</b>													
Upside risk	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	2.20	2.30	2.40	2.45	2.50	2.55	2.60	2.70	2.75	2.80	2.85	2.90	3.00
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
<b>20-yr gilt</b>													
Upside risk	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	3.00	3.05	3.05	3.10	3.20	3.25	3.30	3.35	3.40	3.45	3.50	3.60	3.75
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
<b>50-yr gilt</b>													
Upside risk	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	3.25	3.40	3.50	3.60	3.70	3.80	3.90	4.00	4.00	4.00	4.10	4.20	4.25
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25

- Momentum in economic growth is scarce.
- Conventional monetary policy has become largely redundant; the Bank of England and the US Federal Reserve have signalled their respective official interest rates will be on hold through to the end of 2012. We think that it could be 2016 before official interest rates rise.
- The Bank of England's Monetary Policy Committee has returned to unconventional monetary policy and embarked on a further round of Quantitative Easing. There will be more to come.

**Underlying Assumptions:**

- Against a backdrop of turmoil within the Eurozone and the unwillingness of its politicians to acknowledge and issue a credible plan to resolve it the result is that financial markets continue to see saw between risk "on" and risk "off" daily patterns. The reality is that the risk "off" days outnumber the risk "on" days with the implication that the growth outlook is an increasing cause for concern.
- Despite the efforts of the politicians at the Brussels summit, the initial optimism of markets has been punctured as, once again, the lack of credible detail on the delivery of action as opposed to aspirations becomes worryingly clear. The detail appears to amount to the news that President Sarkozy will head to China to secure funds for the extended EFSF.

- The MPC's decision to embark on a further £75 billion of QE – which the Minutes showed was unanimously supported – demonstrated the strength of the economic headwinds that are blowing against the nascent UK economic recovery. For growth to occur you need somebody to spend.
- Inflation increased more than predicted to 5.2% in September. Energy prices continued to be the primary cause although the markets are now less interested in inflation given the economic growth focus. The Bank's Inflation Forecasts still point to a sharp downturn in CPI into 2012 as the index effects of VAT and earlier energy price shocks subside.
- Business confidence has yet to recover sufficiently for commitment to new capital investment and employment. Taken together the levels of unemployment remain very high and are a significant drag on consumption despite reasonably robust retail sales data.
- Q3 GDP is expected to be weak but positive.
- Public Finances remain just about on track to meet the Coalition's target. With the risk of lower growth, there is very little scope for tax giveaways to boost business and consumer spending.

## Annex D – Recommended Sovereign and Counterparty List (Section 8)

**Group Limits** - For institutions within a banking group, the authority executes a limit of 1.5 times the individual limit of a single bank within that group.

In the event the Council decides to borrow for its HRA settlement prior to 28th March, following advice from Arlingclose, the Council delegates powers to its Chief Finance Officer to distribute monies between its counterparty list, monies which may result in exceeding the monetary value below until the settlement is made.

The lending list will be maintained on an operational basis within the Council's Treasury Management Practices and Schedules document and day-to-day treasury operations manual.

<b>Instrument</b>	<b>Country/ Domicile</b>	<b>Counterparty</b>	<b>Maximum Counterparty Limit £m</b>
Term Deposits / CDs / Call Accounts	UK	Santander UK Plc (Banco Santander Group)	15
Term Deposits / CDs / Call Accounts	UK	Bank of Scotland (Lloyds Banking Group)	15
Term Deposits / CDs / Call Accounts	UK	Lloyds TSB (Lloyds Banking Group)	15
Term Deposits / CDs / Call Accounts	UK	Barclays Bank Plc	15
Term Deposits / CDs / Call Accounts	UK	Clydesdale Bank (National Australia Bank Group)	15
Term Deposits / CDs / Call Accounts	UK	HSBC Bank Plc	15
Term Deposits / CDs / Call Accounts	UK	Nationwide Building Society	15
Term Deposits / CDs / Call	UK	NatWest (RBS Group)	25

Accounts			
Term Deposits / CDs / Call Accounts	UK	Royal Bank of Scotland (RBS Group)	15
Term Deposits / CDs / Call Accounts	UK	Standard Chartered Bank	15
Term Deposits / CDs / Call Accounts	Australia	Australia and NZ Banking Group	5
Term Deposits / CDs / Call Accounts	Australia	Commonwealth Bank of Australia	5
Term Deposits / CDs / Call Accounts	Australia	National Australia Bank Ltd (National Australia Bank Group)	5
Term Deposits / CDs / Call Accounts	Australia	Westpac Banking Corp	5
Term Deposits / CDs / Call Accounts	Canada	Bank of Montreal	5
Term Deposits / CDs / Call Accounts	Canada	Bank of Nova Scotia	5
Term Deposits / CDs / Call Accounts	Canada	Canadian Imperial Bank of Commerce	5
Term Deposits / CDs / Call Accounts	Canada	Royal Bank of Canada	5
Term Deposits / CDs / Call Accounts	Canada	Toronto-Dominion Bank	5
Term Deposits / CDs / Call	Finland	Nordea Bank Finland	5

Accounts			
Term Deposits / CDs / Call Accounts	Germany	Deutsche Bank AG	5
Term Deposits / CDs / Call Accounts	Netherlands	ING Bank NV	5
Term Deposits / CDs / Call Accounts	Netherlands	Rabobank	5
Term Deposits / CDs / Call Accounts	Netherlands	Bank Nederlandse Gemeenten	5
Term Deposits / CDs / Call Accounts	Sweden	Svenska Handelsbanken	5
Term Deposits / CDs / Call Accounts	Switzerland	Credit Suisse	5
Term Deposits / CDs / Call Accounts	US	JP Morgan	5

*\*\*Please note this list could change if, for example, a counterparty/country is upgraded, and meets our other creditworthiness tools. Alternatively, if a counterparty is downgraded, this list may be shortened.*

**Annex E – External Collective Investment Scheme Investments (Sections 9.4 – 9.5)**

Pooled Funds and Collective Investment Schemes used by the Authority

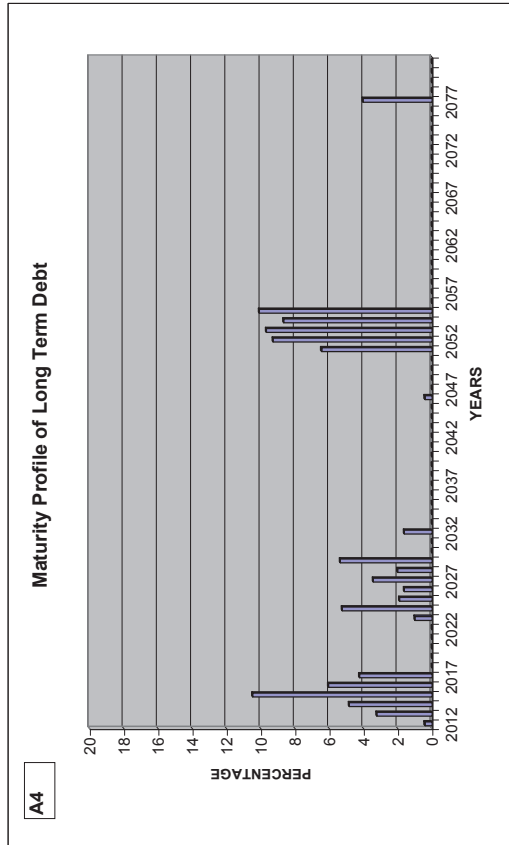
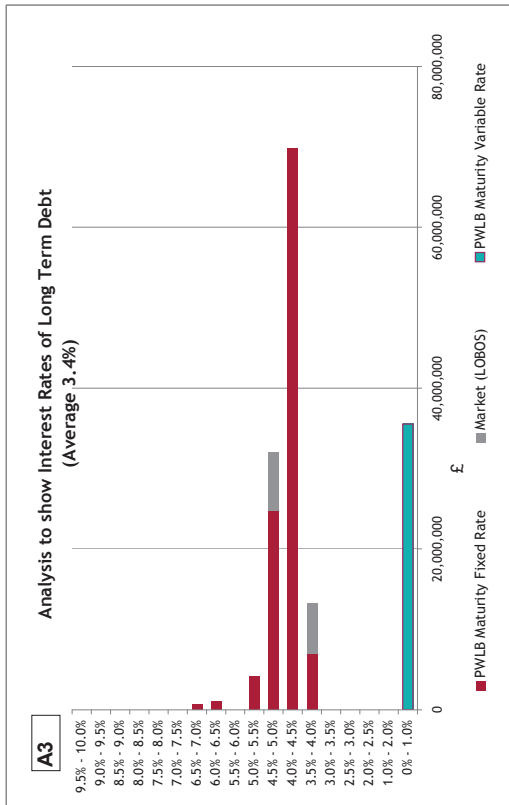
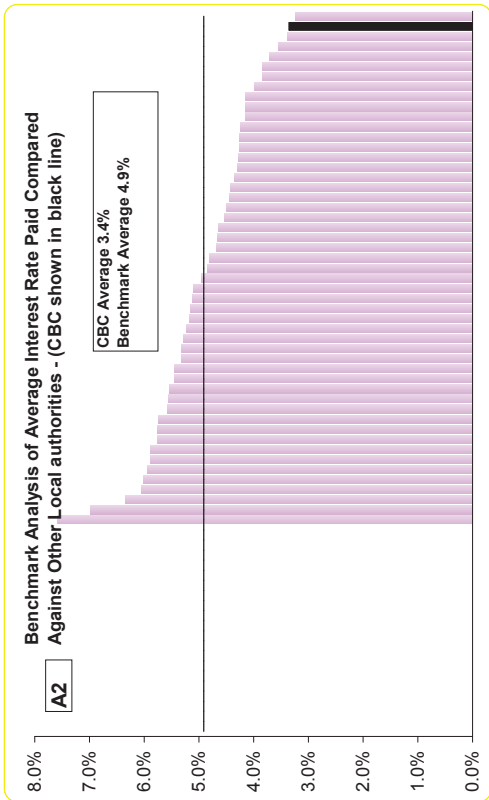
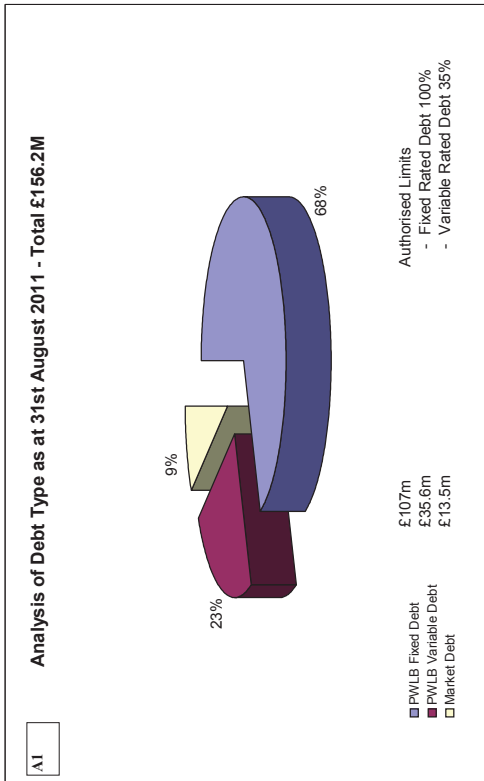
- Lime Property Fund



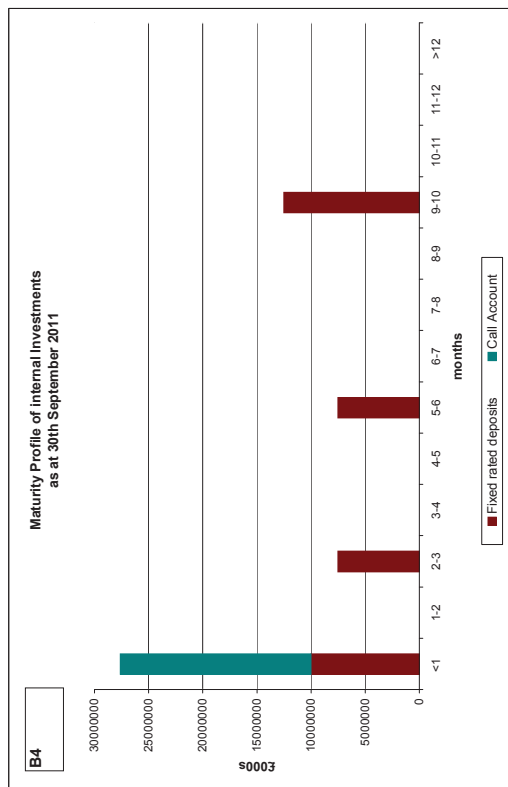
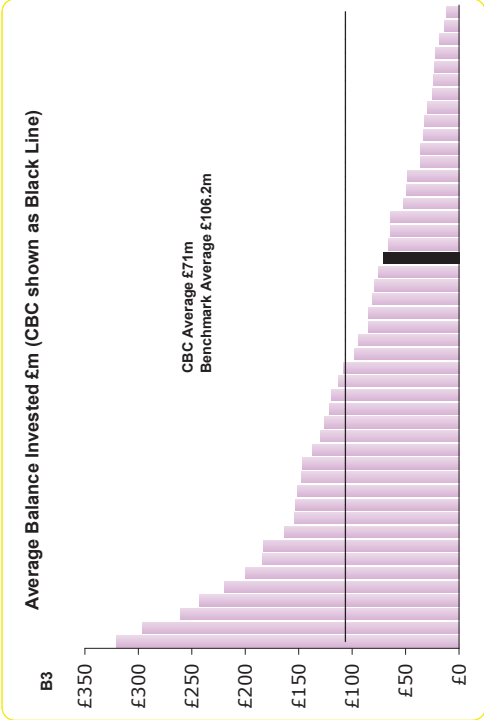
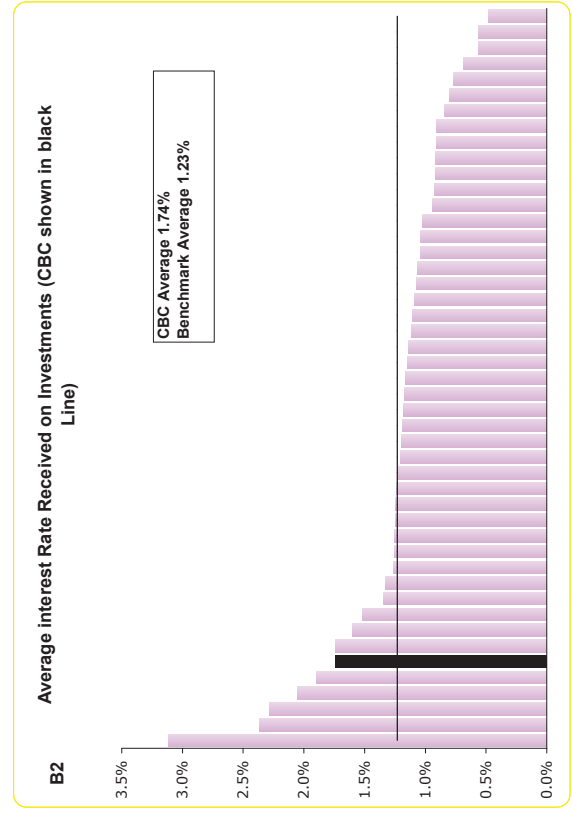
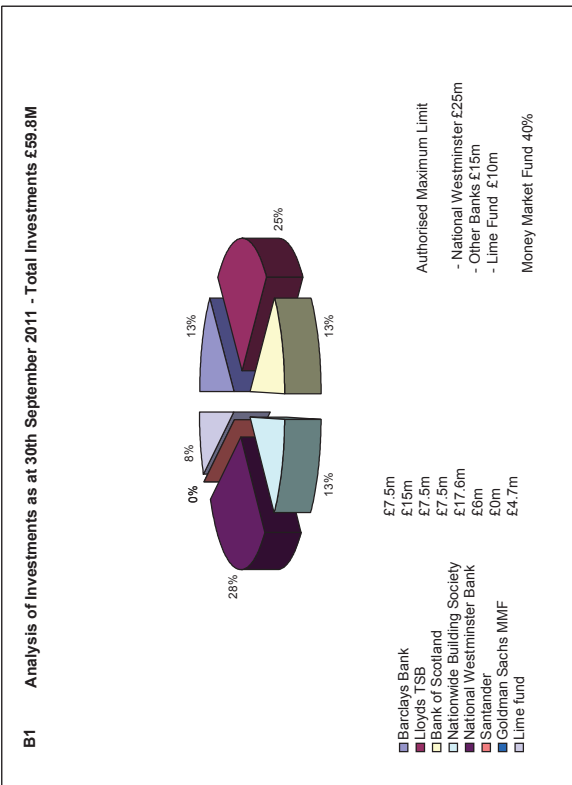
Appendix C

TREASURY MANAGEMENT PERFORMANCE DASHBOARD 30 SEPTEMBER 2011

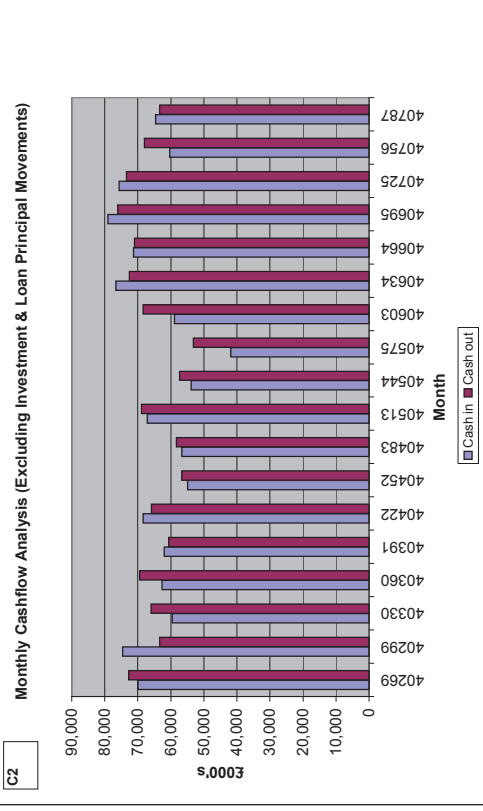
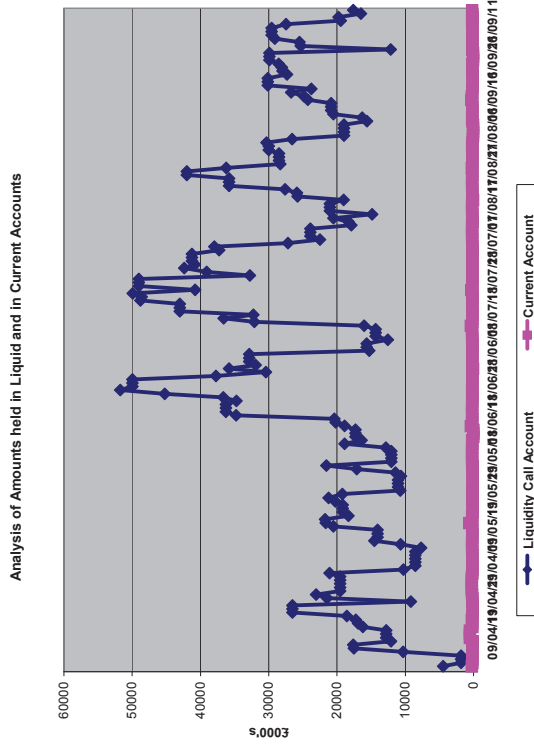
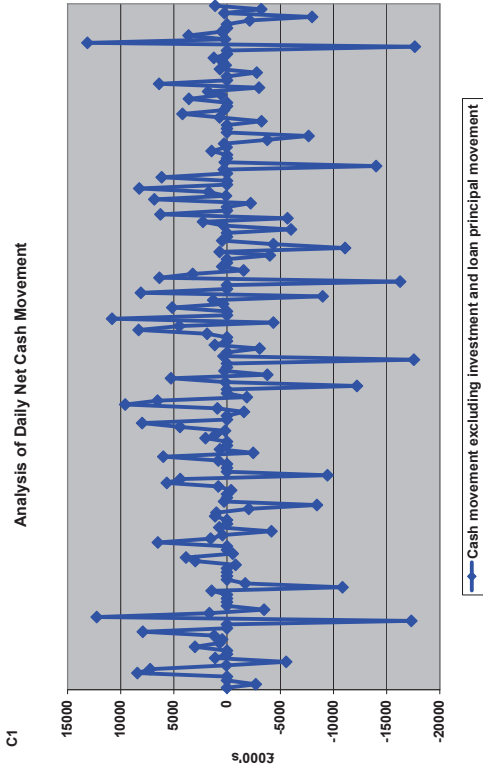
SECTION A: DEBT INFORMATION



**SECTION B: INVESTMENT INFORMATION**



**SECTION C: CASH MANAGEMENT**



**Additional Treasury Information**

Section A Debt		
Authorised Boundary	£272m	
Operational Boundary	£257m	
The maturity of the councils debt is profiled in order that no more than 20% matures in any one financial year		
No Breaches of Prudential Indicators		
SECTION B: INVESTMENT INFORMATION		
Min credit rating of counterparties A+		
Max Limit with Natwest Society £25m		
Max Limit with other Banks /Building Society £15m		
Max Limit with Lime Fund £10m		
Max sum invested over 364 days £25m		
No Breaches of Prudential Indicators		
Interest Payable		
Budget	£6.8m	Variance £0.7m
Actual	£6.1m	
Interest Receivable		
Budget	£1.3m	Variance (£0.26m)
Actual	£1.04m	
MRP		
Budget	£5.1m	Variance (£0.2m)
Actual	£5.3m	
SECTION C: CASH MANAGEMENT		
Average amount held in Liquidity		£24.4m
Average amount held in Current Accounts		£0.15m

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**Meeting:** Customer & Central Services Overview & Scrutiny Committee  
**Date:** 28th November 2011  
**Subject:** Capital Programme Review  
**Report of:** Cllr Maurice Jones, Portfolio Holder for Corporate Resources  
**Summary:** The report allows Members the opportunity to review the Council's revised Capital Programme for 2011/12 which was presented to Executive on 15 November 2011.

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**Advising Officer:** John Unsworth, Assistant Chief Executive Resources  
**Contact Officer:** Charles Warboys, Chief Finance Officer  
**Public/Exempt:** Public  
**Wards Affected:** All  
**Function of:** Executive

## **CORPORATE IMPLICATIONS**

### **Council Priorities:**

1. The capital programme impacts upon all Council priorities.

### **Financial:**

2. The proposed Capital Programme Review has planned gross expenditure of £78.187M (excluding the HRA) supported by £52.335M of external funding (grants, S106 contributions etc) leaving a net cost to the council of £25.852M.
3. The proposed HRA programme will be planned expenditure of £5.056M supported by the Major Repairs Allowance, Housing Revenue Account capital receipts and revenue contributions from the Housing Revenue Account.

### **Legal:**

4. The Capital Programme forms part of the Council's budget as defined in the Constitution. It includes funding that is required to enable the authority to discharge its legal obligations and a failure to approve the capital programme may therefore have implications on the Council's ability to comply with these obligations.

### **Risk Management:**

5. The affordability and sustainability of the proposed Capital Programme is dependent on the generation of new capital receipts and external grants and contributions.

**Staffing (including Trades Unions):**

6. Not applicable.

**Equalities/Human Rights:**

7. None

**Community Safety:**

8. Under section 17 of the Crime and Disorder Act 1998 the Council has a duty to consider community safety issues across all of its functions. In developing and implementing the detailed business case for each project, implications will be carefully considered to ensure compliance with the Community Safety Partnership's priorities and plans as endorsed by this Council.

**Sustainability:**

9. Schemes include works to promote more sustainable modes of travel and improve the lifespan of assets and reduce energy consumption.

**Procurement:**

10. Not applicable.

**RECOMMENDATION(S):**

**The Committee is asked to:-**

- 1. Consider the Council's revised Capital Programme for 2011; and**
- 2. Submit its comments, observations and recommendations, if any, to the next meeting of the Executive.**

**2011/12 Capital Programme Review**

11. As Members will be aware, at its meeting of 15 November 2011, the Executive considered the report of its Portfolio Holder for Corporate Resources regarding the Council's Capital Programme for 2011/12 (attached at Appendix A).
12. At this meeting, the Executive agreed to recommend to Council that the updated Capital Programme of £25.852M (net) for 2011/12, as set out in columns 16 to 18 of the summary in Appendix A of the submitted report, be approved.
13. At this meeting, the Executive agreed to recommend to Council that the updated Capital Programme for the HRA of £5.056M for 2011/12, as set out in columns 16 to 18 of the summary in Appendix A of the submitted report, be approved.
14. The Executive also resolved:

- that a net increase of £4,689m to the original Capital Programme for 2011/12 be approved to fund the slippage from the previous years' Capital Programme and recognise slippage of schemes into future financial years. This includes slippage of £6.9M approved by Executive in July 2011.
- that the inclusion of Flitwick Town Centre Development Scheme of £1.8M, subject to Business Case, be approved;
- that the inclusion of Channel Shift of £0.4M that will be funded from CRM budget allocation, be approved.

**Background papers and their location:** (open to public inspection)  
Executive Papers; 15 November 2011. Priory House, Chicksands

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**Meeting:** Executive  
**Date:** 15 November 2011  
**Subject:** Capital Programme Review  
**Report of:** Cllr Maurice Jones, Portfolio Holder for People, Finance and Governance  
**Summary:** The report proposes the revised Capital Programme for 2011/12.

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**Advising Officer:** John Unsworth, Assistant Chief Executive Resources  
**Contact Officer:** Charles Warboys, Chief Finance Officer  
**Public/Exempt:** Public  
**Wards Affected:** All  
**Function of:** Executive  
**Key Decision** Yes  
**Reason for urgency/  
exemption from call-in  
(if appropriate)** N/A

## **CORPORATE IMPLICATIONS**

### **Council Priorities:**

The Capital Programme contributes to the delivery of all Council priorities.

### **Financial:**

1. The proposed Capital Programme Review has planned gross expenditure of £78.187M (excluding the HRA) supported by £52.335M of external funding (grants, S106 contributions etc) leaving a net cost to the Council of £25.852M. The proposed HRA programme will be planned expenditure of £5.056M supported by the Major Repairs Allowance, Housing Revenue Account capital receipts and revenue contributions from the Housing Revenue Account.

### **Legal:**

2. The Capital Programme forms part of the Council's budget as defined in the Constitution. It includes funding that is required to enable the authority to discharge its legal obligations and a failure to approve the capital programme may therefore have implications on the Council's ability to comply with these obligations.

**Risk Management:**

3. The affordability and sustainability of the proposed Capital Programme is dependent on the generation of new capital receipts and external grants and contributions.

**Staffing (including Trades Unions):**

4. Not Applicable.

**Equalities/Human Rights:**

5. Not Applicable.

**Community Safety:**

6. Under section 17 of the Crime and Disorder Act 1998 the Council has a duty to consider community safety issues across all of its functions. In developing and implementing the detailed business case for each project, implications will be carefully considered to ensure compliance with the Community Safety Partnership's priorities and plans as endorsed by this Council.

**Sustainability:**

7. Schemes include works to promote more sustainable modes of travel and improve the lifespan of assets and reduce energy consumption.

**Procurement:**

8. The delivery of the programme is reliant on a number of external suppliers to successfully deliver the capital schemes to a sufficient standard whilst ensuring value for money within statutory and legislative requirements.

**Overview and Scrutiny:**

9. The Chairman of the Corporate Services Overview and Scrutiny Committee is being consulted to establish when the review will be considered.

**RECOMMENDATIONS:**

**That the Executive is recommended to:**

1. **approve the revised Capital Programme for 2011/12 for approval by Council;**
2. **approve a net additional £5.032M to the original Capital Programme for 2011/12 to fund the slippage from the previous years' Capital Programme and recognise slippage of schemes into future financial years. This includes slippage of £6.9M approved by Executive in July 2011;**
3. **approve the inclusion of Flitwick Town Centre Development Scheme of £1.8M, subject to Business Case; and**
4. **approve the inclusion of Channel Shift of £0.4M that will be funded from CRM budget allocation.**

<i>Reason for Recommendations:</i>	<i>To increase the authority's new borrowing requirement in line with business need identified as part of the Capital Review.</i>
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### **Executive Summary**

10. Capital investment is required to ensure the delivery of the Council's priorities but the programme needs to be sustainable and affordable.
11. The Council approved a net Capital Programme for 2011/12 of £21.163M (£25.876 M including the HRA). A review has been undertaken against the agreed programme to incorporate revised slippage assumptions from previous years' schemes, amendments to original assumptions to reflect change in need and identification of slippage to future financial years.
12. The review has also provided more detailed information on the profiling of spend for individual schemes which will enable improved reporting of the Capital Programme in year.

### **Introduction**

13. Overall resource levels available to the authority in the short to medium term are restricted. These limitations apply equally to capital and revenue resources. It is particularly important to be aware that additional capital works that are not financed through existing capital resources (e.g. grant and capital receipts) will detrimentally impact on revenue resources through incurring additional capital financing costs.
14. A review has been undertaken that assesses progress against the delivery of existing schemes and any revisions in changes in funding that need to be reflected in a revised capital programme.

### **2010/11 Capital Programme**

15. The Capital Programme for 2010/11 was not fully delivered and, as widely anticipated, a number of schemes will be completed in 2011/12 and/or future financial years. This net slippage amounts to £6.926M, being £24.411M of gross expenditure, supported by £17.485M of grants and contributions. This slippage was previously agreed by the Executive on 12 July 2011.

### **Approved 2011/12 Capital Programme**

16. The approved Capital Programme for 2011/12 has planned gross expenditure of £68.3M (excluding the HRA) this is supported by £47.1M of external funding (grants, Section 106 contributions etc.) leaving a net cost to the Council of £21.2M. The net cost of the capital programme was to be funded through £8.2M of unapplied capital receipts, £5.2M from previous years' resources. This leaves an unfinanced balance of £7.7M that was to be met from internal resources and/or additional external borrowing.

17. The proposals exhausted all usable capital receipts available to the authority carried forward from previous financial years and therefore required the successful generation of £5.5M of new capital receipts.
18. Exact levels of slippage from works originally agreed within the 2010/11 programme into the new financial year were not known at the time of the approval of the 2011/12 capital programme. Therefore, best estimates were included within the assumptions underpinning the approved capital programme.
19. The agreed capital programme across the Medium Term was agreed as follows:
20. Table 1 – Original Capital Programme 2011/12 to 2014/15

	2011/12	2012/13	2013/14	2014/15
	£M	£M	£M	£M
<b>Gross Expenditure</b>	<b>68.291</b>	<b>26.727</b>	<b>24.775</b>	<b>24.346</b>
Funded By:				
Existing Resources	5.215	(0.943)	0.000	0.000
Grants & Contributions	47.128	13.984	11.610	11.081
New Capital Receipts	5.500	10.300	12.003	5.782
Existing Capital Receipts	2.748	0.000	0.000	0.000
Residual Financial Requirement	7.700	3.386	1.162	7.483
<b>Total</b>	<b>68.291</b>	<b>26.727</b>	<b>24.775</b>	<b>24.346</b>

### Revised Capital Programme 2011/12

21. Appendix A sets out, in detail, the proposed revised Capital Programme that incorporates the 2010/11 slipped schemes against the approved 2011/12 Capital Programme, changes to original Capital Programme assumptions and the schemes that are to be slipped into future financial years.
22. Capital commitments have been reviewed and changes to assumptions included in the original Capital Programme are recommended, including amendments previously agreed at Executive. The impact of the changes to the original assumptions on a service basis is set out in Table 2 below.

23. Table 2 - Analysis of Changes in Assumptions

	<b>2011/12</b>		
	<b>Gross</b>	<b>Income</b>	<b>Net Spend</b>
	£M	£M	£M
Social Care, Health and Housing	1.608	(0.648)	0.960
Children's Services	6.854	(7.354)	(0.500)
Sustainable Communities	0.037	0.918	0.955
ACE - Resources	(0.384)	0.000	(0.384)
ACE - People	(0.004)	0.000	(0.004)
Corporate Budgets	1.992	0.000	1.992
<b>Grand Total</b>	<b>10.103</b>	<b>(7.084)</b>	<b>3.019</b>

The main examples of net changes in assumptions to the original capital programme are:

- a) Disabled Facilities Grant (net impact £1.111M cost) -  
The authority has recognised additional demand for adaptations to homes of people with disabilities to meet their specific needs.
  
- b) Capitalisation of Redundancy Costs (net impact £1.992M cost) –  
The authority has successfully applied to the government to capitalise redundancy costs in the current financial year that reduces the in-year revenue pressures.
  
- c) Flitwick Land Purchase (net impact £1.85M cost)-  
The Corporate Management Group have recommended the additional purchase of land at Flitwick Town Centre for regeneration and affordable housing.
  
- d) Luton Dunstable Busway (net impact £0.818M deferral) –  
The cost to the authority of the Luton Dunstable busway scheme in the medium term financial plan has been deferred by £0.818M.
  
- e) Affordable Housing Capital Programme (net impact £0.808M savings) -  
The slippage from 2010/11 for the affordable housing scheme is no longer required.
  
- f) General Leisure Enhancement Contingency (net impact £0.900M savings)-  
The budget has been reduced as no specific projects have been identified.

24. Commitments have been identified that are to be slipped into future financial years. This equates to a net position of £5.256M on the whole programme. The main examples are set below:

- a) Dunstable Town Centre Regeneration Phase 2 (net impact £2.395m).
- b) Waste Infrastructure Grant (net impact £0.607M).
- c) Stotfold Community Leisure and Football Development Centre Phase 1 (net impact £0.500M).
- d) Schools Access Initiative (net impact £0.439M)
- e) Customer Relationship Management (net impact £0.362M).
- f) Watling House Property budget (net impact £0.259M)
- g) Enterprise Content Management (net impact £0.259M)
- h) Asset Database System (net impact £0.150M).

The impact of this slippage to future years on a service basis is set out in table 3 below.

25. Table 3 - Slippage to Future Financial Years

	<b>2011/12</b>		
	<b>Gross</b>	<b>Income</b>	<b>Net Spend</b>
	£M	£M	£M
Social Care, Health and Housing	(3.413)	3.413	0
Children's Services	(8.176)	7.737	(0.439)
Sustainable Communities	(10.791)	6.951	(3.840)
ACE - Resources	(0.973)	0	(0.973)
ACE - People	(0.004)	0	(0.004)
Corporate Budgets	(1.261)	1.261	0
<b>Grand Total</b>	<b>(24.618)</b>	<b>19.362</b>	<b>(5.256)</b>

26. The impact of the changes to the capital programme are set out below in Table 4:

Table 4 – Revised 2011/12 Capital Programme (excluding the HRA)

	2011/12		
	Gross	Income	Net Spend
	£M	£M	£M
<b>Original Programme (as agreed at February 2011 Council)</b>	<b>68.291</b>	<b>(47.128)</b>	<b>21.163</b>
Slippage from Previous Financial Years' Programmes	24.411	(17.485)	6.926
Changes to Original Assumptions	10.103	(7.084)	3.019
Slippage to Future Years' Programmes	(24.618)	19.362	(5.256)
<b>Revised 2011/12 Capital Programme</b>	<b>78.187</b>	<b>(52.335)</b>	<b>25.852</b>

### Updated Financing Position

27. As set out above, the Capital Programme approved in February 2011 assumed £7.7M of borrowing and the use of £8.2M of previously unapplied capital receipts. Of the £8.2M, £2.748M relates to capital receipts received in previous financial years and £5.5M to capital receipts excepted in year from assets sold in 2011/12.
28. The revised 2011/12 Capital Programme has £25.7852M not funded by grants or contributions. This will be financed through the application of useable capital receipts and the utilisation of existing internal resources.
29. The Council is forecasting receiving £6.081M of capital receipts in 2011/12. It is recommended in addition to the £5.5M already being applied, to utilise the additional £0.581M of capital receipts received in year to fund the increased revised capital programme and therefore reduce the impact on revenue due to the minimum revenue provision and interest on borrowing.
30. Of the £6.018M, £4.296M is expected to be received from assets sold in the third and fourth quarter. To date only £0.830m of asset sale proceeds have been received against a forecast of £1.620M.
31. If the Council does not receive the expected £6.018M of capital receipts then the capital expenditure will have to be funded through the use of internal resources and/or additional borrowing. This will detrimentally impact on revenue through additional interest charges and the minimum revenue provision.
32. The financing of the revised capital programme is set out below in table 5.

33. Table 5- Financing of the 2011/12 Capital Programme (excluding HRA)

	£M
<b>Net spend</b>	<b>25.852</b>
Capital Receipts from previous years	(2.748)
Capital Receipts received in 2011/12 to be used in 2011/12 as approved by February 2011 Full Council	(5.500)
Additional Capital receipts to be received in 2011/12	(0.518)
<b>Net financing position</b>	<b>17.086</b>

**The Housing Revenue Account**

34. Appendix B set out, in detail the proposed revised capital programme of £5.056M net expenditure. The approved Capital Programme was £4.713M. There is one additional cost of £343k relating to capitalised salaries. No slippage into future years is expected.

35. The Housing Revenue Account capital programme has no effect on the general fund and will be financed by the Major Repairs Allowance, HRA capital receipts and HRA revenue contributions.

36. The revised capital programme for 2011/12 is set out below:

Table 6- Revised Capital Programme for the HRA.

	£M
Original Programme (as agreed at February 2011 Council)	4.713
Capitalised Salaries	0.343
<b>Revised 2011/12 Capital Programme</b>	<b>5.056</b>

**Delivering the Capital Programme**

37. The timing of the delivery of the Capital Programme is not consistent across the financial year. This is exemplified by an estimated £17.1M (20.5%) of the total programme of £83.243M being programmed for delivery in March 2012. This is explained through seasonal variations and other schemes that are planned at the end of the financial year. To exemplify this, in gross expenditure terms it should be noted that 22% of the Sustainable Communities programme was delivered in the final month of the 2010/11 financial year.



38. Examples include:
- a) Capitalisation of Redundancy Costs - £1.9M  
Redundancy costs will be capitalised at the end of the year once the costs have been incurred.
  - b) Flitwick Land Purchase - £1.8M  
The purchase of land is expected in March 2012.
  - c) Highways Structural Maintenance - £0.6M  
To fund additional expenditure incurred due to adverse weather conditions.
  - d) A5 / M1 link - £1.0M  
Work scheduled towards latter part of financial year.
  - e) Dunstable Town Centre Regeneration, Phase One - £1.5M  
Work scheduled towards latter part of financial year.
39. In addition a number of outside organisations are responsible for the delivery of the Capital Programme. These include Amey and Willmott Dixon. These factors influence the total level of delivery of the Capital Programme.

#### **Issues for the Capital Programme for 2011/12 and Beyond**

40. This report has focussed on minimising, as far as possible, the use of internal resources to fund the 2011/12 capital programme. However, it is acknowledged earlier in the report that increased use of internal resources and/or external borrowing will put pressure on the revenue budget in future years. This will need to be addressed when the Capital Programme 2012/13 to 2015/16 is approved by Council in February 2012.
41. It is recognised that the management of the Capital Programme is subject to various factors that may impact upon delivery of schemes by the end of the financial year. To exemplify this, 10% of the gross Capital Programme equates to £8.3M and demonstrates the large impact a marginal delay in the delivery of schemes identified within the 2011/12 programme has on the final outturn.
42. In order to avoid incurring additional borrowing costs, there is an increased emphasis on achieving additional resources, on a timely basis, expected through the disposal of fixed assets.

#### **Appendices:**

Appendix A – Summary Revised Capital Programme by Service for the General Fund  
Appendix B – Summary Revised Capital Programme for the HRA

**Background Papers:** (open to public inspection)  
Capital Programme 2011/12 to 2014/15 – Council February 2011

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

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**CENTRAL BEDFORDSHIRE CAPITAL PROGRAMME REVIEW 2011/2012**  
**2011/12 Capital Programme Summary**

Title and Description of the Scheme	2011/12 Capital Programme, Approved at February 2011 Council.			Approved slippage from 2010/11 (Agreed by Executive in July)			REVISED CAPITAL PROGRAMME BUDGET (February 2011 Council plus approved slippage)			Changes to Original Assumptions			Slippage to 2012/13 and future years			Revised Capital Programme - October 2011			Year to 31 August 2011		
	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure
<b>Social Care, Health and Housing</b>	6,668	(4,461)	2,208	4,663	(4,457)	206	11,332	(8,918)	2,414	1,608	(648)	960	(3,413)	3,413	0	9,827	(6,153)	3,374	2,177	(1,034)	1,143
<b>Children's Services</b>	28,040	(26,131)	1,909	4,052	(2,237)	1,795	32,072	(28,368)	3,704	6,854	(7,354)	(500)	(8,176)	7,737	(439)	30,750	(27,985)	2,765	9,431	(9,421)	10
<b>Sustainable Communities</b>																					
Community Safety & Public Protection Infrastructure	255	0	255	(45)	31	(14)	210	31	241	0	0	0	(72)	(31)	(103)	138	0	138	38	(10)	28
Leisure & Culture Infrastructure	2,672	(659)	1,713	2,321	(973)	1,348	4,993	(1,832)	3,061	(1,152)	216	(636)	(947)	397	(550)	2,894	(1,319)	1,575	1,281	(277)	1,004
Regeneration & Affordable Housing	2,170	(300)	1,870	4,350	(3,910)	440	6,520	(4,210)	2,310	3,871	377	4,248	(2,528)	135	(2,393)	7,863	(3,698)	4,165	3,421	(3,252)	169
Section 106 Schemes	0	0	0	0	50	50	0	50	50	0	0	0	0	0	0	0	0	50	668	(668)	0
Transport Infrastructure	20,965	(15,062)	5,923	5,392	(4,602)	790	26,377	(19,664)	6,713	(2,682)	325	(2,357)	(6,474)	6,474	0	17,221	(12,865)	4,356	5,367	(4,539)	828
Waste Infrastructure	390	0	390	710	24	734	1,100	24	1,124	0	0	0	(770)	(24)	(794)	330	0	330	75	(9)	66
<b>Total Sustainable Communities</b>	26,472	(16,321)	10,151	12,728	(9,380)	3,348	39,200	(25,701)	13,499	37	918	955	(10,791)	6,951	(3,840)	28,446	(17,832)	10,614	10,850	(8,755)	2,095
<b>Assistant Chief Executive Resources</b>	6,805	(215)	6,590	1,426	(64)	1,362	8,231	(279)	7,952	(384)	0	(384)	(973)	0	(973)	6,874	(279)	6,595	608	0	608
<b>Assistant Chief Executive People and Organisation</b>	305	0	305	215	0	215	520	0	520	(4)	0	(4)	(4)	0	(4)	512	0	512	49	0	49
<b>Corporate Costs</b>	0	0	0	1,347	(1,347)	0	1,347	(1,347)	0	1,992	0	1,992	(1,261)	1,261	0	2,078	(86)	1,992	0	0	0
<b>Total excluding HRA</b>	66,291	(47,128)	21,163	24,411	(17,465)	6,926	92,702	(64,613)	28,089	10,103	(7,064)	3,019	(24,618)	19,362	(5,256)	78,187	(52,335)	25,852	23,115	(19,210)	3,905
<b>Housing Revenue Account</b>	4,713	0	4,713	0	0	0	4,713	0	4,713	343	0	343	0	0	0	5,056	0	5,056	1,170	0	1,170
<b>Total Capital Programme</b>	73,004	(47,128)	25,876	24,411	(17,465)	6,926	97,415	(64,613)	32,802	10,446	(7,064)	3,362	(24,618)	19,362	(5,256)	83,243	(52,335)	30,908	24,285	(19,210)	5,075

CENTRAL BEDFORDSHIRE CAPITAL PROGRAMME REVIEW 2011/2012

Social Care, Health and Housing

Title and Description of the Scheme	2011/12 Capital Programmes Approved at February 2011 Council				Approved slippage from 2010/11 (Agreed by Executive in July)				REVISED CAPITAL PROGRAMME BUDGET (February 2011 Council plus approved slippage)				Changes to Original Assumptions				Slippage to 2012/13 and future years				Revised Capital Programme-October 2011				Year to 31 August 2011				
	Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
<b>Disabled Facilities Grants Scheme</b> The project is a mandatory project to fund the adaptation of homes for people with disabilities to meet their specific needs.	2,551	(880)	1,671	0	0	2,551	(880)	1,671	819	292	1,111	0	3,370	(588)	2,782	1,231	(589)	0	0	0	0	3,370	(588)	2,782	1,231	(589)	0	632	
<b>Renewal Assistance</b> This project is the provision of grant or loan assistance in accordance with Central Bedfordshire Council's Private Sector Housing Renewal Policy, to help the most vulnerable people in the area to repair or improve their homes to make them safe, warm and healthy.	210	(50)	160	185	6	191	395	351	(151)	(151)	(151)	0	244	(44)	200	38	(5)	0	0	0	0	244	(44)	200	38	(5)	34	0	
<b>NHS Campus Closure</b> The NHS Campus Closure Programme is a Government initiative backed with NHS Capital funding, to provide up to date and future proofed accommodation for people with severe Learning Disabilities who are currently living in Substandard Care.	2,745	(2,745)	0	4,249	(4,249)	0	6,994	(6,994)	849	(849)	0	0	4,430	(4,430)	0	907	0	0	0	0	0	4,430	(4,430)	0	907	0	907	0	
<b>Timberlands and Children View Care, and Traxler Sites</b> Timberlands is in poor condition, there are public health issues and the site is in need of remediation. Grant has been secured for 75% of proposed costs.	983	(746)	217	(32)	47	931	(689)	232	0	0	0	0	931	(689)	232	0	0	0	0	0	0	931	(689)	232	0	0	0	0	
<b>Empty Homes</b> The project is the provision of funding to undertake capital works to long term empty properties in order to bring them back into action by the Council. The enforcement action would be compulsory purchase or empty dwelling management orders.	200	(40)	160	0	0	200	(40)	160	0	0	0	0	200	(40)	160	0	0	0	0	0	0	200	(40)	160	0	0	0	0	
<b>Social Care IT Infrastructure (Grant)</b>				60	(60)	0	60	(60)	0	60	(60)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Social Care Single Capital Pot (Grant)</b>				130	(130)	0	130	(130)	0	130	(130)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(430)
<b>Mental Health Single Capital Pot (Grant)</b>				71	(71)	0	71	(71)	0	71	(71)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Adult Social Care ICT Projects</b> This project includes RP203, ANSPACE, Web Site development & Electronic Social Care Record developments.									0	(280)	(280)	0	280	(280)	0	0	0	0	0	0	0	280	(280)	0	0	0	0	0	0
<b>Retention on Houghton Lodge Improvements</b>									0	2	(2)	0	2	(2)	0	0	0	0	0	0	0	2	(2)	0	0	0	0	0	0
<b>Step Up Step Down Refreshment Works</b> This project is the provision of a facility to try and reduce the number of people admitted or re-admitted to hospital.									0	50	(50)	0	50	(50)	0	0	0	0	0	0	0	50	(50)	0	0	0	0	0	0
<b>Sheltered Housing</b> This capital grant will be used to improve the assets that support sheltered housing.									0	20	(20)	0	20	(20)	0	0	0	0	0	0	0	20	(20)	0	0	0	0	0	0
<b>Review of Accommodation/Day Support for Older People</b> This major project will be establishing the requirements to support Older People in the future. This will include some new developments arising from that trend.									0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Social Care, Health and Housing:</b>	<b>6,669</b>	<b>(4,481)</b>	<b>2,208</b>	<b>4,663</b>	<b>(4,457)</b>	<b>206</b>	<b>11,332</b>	<b>(8,918)</b>	<b>2,414</b>	<b>(648)</b>	<b>960</b>	<b>0</b>	<b>9,527</b>	<b>(6,153)</b>	<b>3,374</b>	<b>2,177</b>	<b>(1,034)</b>	<b>0</b>	<b>3,413</b>	<b>(3,413)</b>	<b>0</b>	<b>9,527</b>	<b>(6,153)</b>	<b>3,374</b>	<b>2,177</b>	<b>(1,034)</b>	<b>1,143</b>	<b>0</b>	

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Children's Services

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	Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure			
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s		
<b>Eltonby Middle School Additional Alesas</b> The project is to provide additional pupil places in response to recent housing developments in the area, utilising the approved S106 planning obligations funding.	696	(696)	0	167	(167)	0	863	(863)	0	863	(863)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	148
<b>The Farm Lower</b> The use of Primary capital Funding to transform the area and provide additional places at The Farm Lower School to provide a C21st environment capable of providing accommodation fit to meet the needs of teaching and Learning.	1,095	(1,095)	0	(153)	153	0	942	(942)	0	942	(942)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(1)
<b>Schools Access Initiative</b> There is a programme to enable the Council to meet its Statutory obligations. There is a Statutory duty on the Council to have an agreed accessibility strategy to enable local pupils to attend (local) school.	579	0	579	193	0	193	772	0	772	0	772	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16
<b>Arnold Middle School (H&amp;S part of larger phase 3 project)</b> The project will meet the needs, first identified in 2003, to improve the administration and music facilities for Arnold Middle School as part of the overall enlargement of the School to 600 permanent students.	182	18	200	161	(5)	156	343	13	356	0	343	13	356	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	241
<b>Schools Capital Maintenance (Formerly New Deal for Schools Modernisation)</b> Modernisation funding is currently the only funding available to address the highest priority repair and maintenance needs across the schools estate. This funding is expected to be used to address the highest priority.	6,314	(6,314)	0	1,490	(679)	811	7,804	(6,993)	811	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(1,350)
<b>Basic Need</b> The funding is given to enable us to manage the pressures of population growth by providing new permanent capacity in our growth areas.	7,791	(7,791)	0	0	0	0	7,791	(7,791)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Rosecroft Lower Relocation</b> This project is to provide Rosecroft Lower School in stafford with a new school on a new site in Sept 2011. The response to increased demand will include new classrooms, meeting the Council's statutory obligations.	5,967	(5,967)	0	0	0	0	5,967	(5,967)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	22
<b>Temporary Accommodation</b> The purpose of this rolling programme is to enable the council to meet "unforeseen" or short term accommodation needs as a result of increased inakes into schools or as a result of organisational changes to meet KS1 class size legislation.	500	0	500	52	0	52	552	0	552	0	552	0	552	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	253

CENTRAL BEDFORDSHIRE CAPITAL PROGRAMME REVIEW 2011/2012

Children's Services

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	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s		
All Saints Academy The project includes the rebuild and refurbishment of the school building comprising of the former Northfields Technology College, now All Saints Academy, Dunsable, as part of the previous Government's Academy programme.	2,450	(2,502)	(62)	864	(664)	200	3,314	(3,166)	148	8,290	(8,290)	0	11,604	(11,456)	148	3,274	(3,274)	0	11,604	(11,456)	148	3,274	(3,274)	0
Teaching / Learning Practical Food Skills at KSS1 at Gilbert Ingfield and Parkfields Middle Schools. Schools are to be provided with a new purpose-built practical food room. The new room will be used by the schools as a compulsory entitlement for all 11-14 year old pupils in all maintained schools across the county to be able to cook a range of simple, nutritious meals from basic ingredients from September 2011.	126	(94)	32	105	(105)	0	231	(199)	32			0	231	(199)	32	188	0	188	231	(199)	32	188	0	188
Asbestos / Health & Safety Programme of asbestos removal in schools and various Health & Safety related improvements including a programme of fire alarm upgrades in schools, gas safety shut off systems in school kitchens, electrical safety issues, glazing	(67)	67	0	389	(67)	322	322	0	322			0	322	0	322	42	(19)	23	322	0	322	42	(19)	23
Schools Devolved Formula Capital This funding is for schools to use on capital condition / improvement work on their buildings in line with the priorities in their School Improvement Plan (SIP) and within the context of the School's Asset Management Plan.	938	(939)	0	484	(484)	0	1,422	(1,422)	0	(484)	484	0	938	(938)	0	930	(930)	0	938	(938)	0	930	(930)	0
Children's Centres (General Sure Start Grant) Children's Centres projects: 8 new phase 3 centres, major extension to a phase one centre (The Farm Lower School), improvements to 2 phase two centres. A small proportion of the grant is directed for use on 'strategic maintenance', this includes investment in boiler replacement, replacement of 7 new preschools, small capital grants awarded by multi-agency panel to preschools and childminders.	61	(61)	0	53	(53)	0	114	(114)	0			0	114	(114)	0	163	136	289	114	(114)	0	163	136	289

CENTRAL BEDFORDSHIRE CAPITAL PROGRAMME REVIEW 2011/2012

Children's Services

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	Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Short Breaks (A/HOC) This is ring fenced capital funding. It is specifically to support the transformation of services to disabled children and their families. From April 2011, it will be a duty on the Local Authority to provide short breaks for carers of disabled children.	373	(373)	0	0	0	0	0	373	(373)	0	0	0	0	(207)	207	0	0	166	(166)	0	0	0	0	0	0	205	(37)	168
Standards Fund for Extended Schools A new preschool at Maple Tree Lower School. Funding has been withdrawn for other projects which may be reinstated. CBC have yet to be advised.	140	(140)	0	30	(30)	0	110	(110)	0	0	0	0	0	0	0	0	0	110	(110)	0	0	0	0	0	0	0	0	0
Homebased School/ASD Provision The re-provisioning of the Library and ICT Suite in new build attached to the Sports Hall, and a refurbishment of the existing library and ICT Suite to become the ASD Provision and ancillary areas. It includes an extension to the existing provision to create a drop-off area for the pupils attending the provision.	150	0	150	0	0	0	150	0	0	0	0	150	(100)	(100)	0	0	0	50	0	0	0	0	0	0	0	0	0	0
Youth Capital Fund - Non School Create/enhance facilities for young people and provide equipment to enable positive activities.	61	(61)	0	0	0	0	61	(61)	0	0	0	61	0	(61)	61	0	0	0	0	0	0	0	0	0	0	0	0	0
Various Children's ICT projects unfunded by the Yousspace programme including Training Manager Pro, Candidate achievement system/Shareit, 'Sheep Dip' and SimpyCollect. SimpyCollect enables the collection of census data directly from early years (EY) set.	500	0	500	0	0	0	500	0	0	0	500	(400)	(400)	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0
Integrated Youth Support Services Co-location of the Authorities Youth Support Services with the front line delivery services from the Districts/Districts/Roundabout to ensure the service much speedier in line with the appropriate service much speedier in line with the Team around the Child and Family.	184	(184)	0	183	(183)	0	367	(367)	0	0	0	184	0	(184)	184	0	0	183	(183)	0	0	0	0	0	0	0	0	0
Caddington Lower School				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17	0	17
Improvements to School Kitchens				13	(13)	0	13	(13)	0	0	0	0	0	0	0	0	0	13	(13)	0	0	0	0	0	0	13	0	13
IGS				14	0	14	14	0	14	0	14	0	0	0	0	0	0	14	0	14	0	0	0	0	0	40	0	40
Swift Phase 3				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BEST Co-location Project/Dunstable				47	0	47	47	0	47	0	47	0	0	0	0	0	0	47	0	47	0	0	0	0	0	0	0	0
ESOR				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Oakbank Specialist School				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16	0	16
Hillcrest Specialist School				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	20	0	20
Childrens Services s106				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	(134)	(129)
St Swithuns				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	0	5
<b>Total Children's Families and Learning Schools</b>	<b>28,040</b>	<b>(26,131)</b>	<b>1,909</b>	<b>4,032</b>	<b>(2,237)</b>	<b>1,795</b>	<b>32,072</b>	<b>(26,368)</b>	<b>3,704</b>	<b>6,654</b>	<b>(6,600)</b>	<b>7,354</b>	<b>(7,354)</b>	<b>6,654</b>	<b>(6,600)</b>	<b>6,176</b>	<b>7,737</b>	<b>(27,985)</b>	<b>2,766</b>	<b>(27,985)</b>	<b>30,750</b>	<b>(439)</b>	<b>9,431</b>	<b>(6,421)</b>	<b>9,431</b>	<b>(6,421)</b>	<b>10</b>	

**CENTRAL BEDFORDSHIRE CAPITAL PROGRAMME 2011/2012**  
**Sustainable Communities**

SUSTAINABLE COMMUNITIES Group	Title and Description of the Scheme	2011/12 Capital Programme - Approved at February 2011 Council.			Approved slippage from 2010/11 (Agreed by Executive in July)			REVISED CAPITAL PROGRAMME BUDGET (February 2011 Council plus approved slippage)			Changes to Original Assumptions			Slippage to 2012/13 and future years			Revised Capital Programme - October 2011			Year to 31 August 2011 ACTUAL EXPENDITURE YTD				
		Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure		
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Community Safety & Public Protection Infrastructure	Community Safety Initiatives CCTV, etc. in multiple Council areas. Dunsable Control Room. Following Executive 28.09.10 subject to further clarification, includes £75k slipped from 2010/11.	100		100	(28)	31	3	72	103															
Community Safety & Public Protection Infrastructure	Integrated Environmental Management Station (Slipways.com)	155		155	(17)			138	138															
Community Safety & Public Protection Infrastructure	Procurement of a single ICT business system for the Police, Fire, Environmental Protection, Environmental Health, Trading Standards, Licensing, Waste Private Sector Housing and Customer Services.	0		0	0	0	0	0	0															
Community Safety & Public Protection Infrastructure	Capital Grant Aid to Voluntary Bodies	0		0	0	0	0	0	0															
Leisure & Culture Infrastructure	Astral Park, Leighton Buzzard Development of football facilities. Stage 1 includes car parks funded by existing s106 contributions (2012). Stage 2 includes pitches, stands and toilets funded by future s106 receipts.	297	(297)			(297)	297																	
Leisure & Culture Infrastructure	Cemeteries Grant to Town & Parish Councils Two applications received: Fitwick Town Council and Westoning Parish Council.																							
Leisure & Culture Infrastructure	Dunsable Community Football Development Centre Increased provision of community football pitches, BMX track, stadium, changing and community use facilities. Projects mainly funded by developer contributions and Football Foundation Grant.	40	(307)	(267)	1,506	(403)	1,103	1,546	836	(710)														
Leisure & Culture Infrastructure	General Leisure Enhancement Continuation Member decision to be revisited, no specific project identified.	1,000		1,000			1,000		1,000	(900)														
Leisure & Culture Infrastructure	Grove Theatre Retention Payment				86		86		86	(86)														
Leisure & Culture Infrastructure	Historic Building Grant Aid Scheme To restore or maintain over 1,900 listed buildings and structures in Central Bedfordshire. Scheme closed to new applicants. Amount to cover existing commitments only.	50		50	(17)		33		33															
Leisure & Culture Infrastructure	Leisure Centre Stock Condition/Asset Management Plan Council has contractual obligation to maintain facilities to site standard. Need to comply with Health & Safety legislation.	330		330			330		330															
Leisure & Culture Infrastructure	Playbuilder Refurbishment of play areas - outstanding commitments only.				75		75		75															
Leisure & Culture Infrastructure	Rolling Social & Community Infra. Fund (Community House Leighton Buzzard)				471	(420)	51	471	51	(420)														
Leisure & Culture Infrastructure	Stedfield Community Leisure and Football Development Centre Phase 1 Development of outdoor open space including relocation and redevelopment of football ground. Funded through section 106 developer contributions and the sale of third party land.	500		500			500		500															
Leisure & Culture Infrastructure	Stedfield Community Leisure and Football Development Centre Phase 2 Construction of a local leisure facility.																							





**CENTRAL BEDFORDSHIRE CAPITAL PROGRAMME 2011/2012**  
**2011/12 Capital Programme**  
**Sustainable Communities**

SUSTAINABLE COMMUNITIES Group	Title and Description of the Scheme	2011/12 Capital Programme - Approved at February 2011 Council.						Approved slippage from 2010/11 (Agreed by Executive in July)			REVISED CAPITAL PROGRAMME BUDGET (February 2011 Council plus approved slippage)			Changes to Original Assumptions			Slippage to 2012/13 and future years			Revised Capital Programme - October 2011			Year to 31 August 2011 ACTUAL EXPENDITURE YTD			
		Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Transport Infrastructure	Dunstable A5/M1 Link Road Strategic Infrastructure Projects Funding allocated to assist the Highways Agency deliver on a new strategic road link, critical to new growth proposals around Dunstable and Houghton Regis.	5,000	(5,000)				5,000	(5,000)																		
Transport Infrastructure	Fleet replacement programme Ensures that vehicles required to support services to the community are safe and reliable and that expenditure for maintenance is kept to a minimum.	150		150	285		435		435											435		435				
Transport Infrastructure	Highways Bridge Assessment and Maintenance (B)	570		570			570		570											570		570				65
Transport Infrastructure	Highways Fixed Cost Services (Contract) Lump Sums (E)	964		964			964		964											964		964				411
Transport Infrastructure	Highways Flooding & Drainage (E) CBC is required by law to mitigate the risk and impact of flooding. Following severe damage from highways flooding in 2007-08 a programme of improvements has been drawn up to improve drainage and prevent flooding. Improving highway drainage will improve highway safety, reduce traffic disruption and reduce flooding damage.	340		340			340		340											340		340				52
Transport Infrastructure	Highways Integrated Schemes (E) The draft Local Transport Plan 3 sets out a programme of improvement works such as "shared spaces" road layouts to deliver the Council's priorities for managing growth, reducing congestion, creating safer communities and promoting healthier environments. The programme will almost cover the entire cost of this programme.	1,265	(1,255)	10			1,265	(1,255)	10											1,265	(1,255)	10				(633)
Transport Infrastructure	Highways Street Lighting Maintenance Backlog (E) All corroded lighting columns in danger of collapse will be replaced. In addition, the lanterns on sound columns will begin to be replaced with more reliable, efficient and longer-lasting varieties. This will reduce the Council's exposure to risk and allow savings on maintenance and energy costs.	1,054		1,054			1,054		1,054											1,054		1,054				346





CENTRAL BEDFORDSHIRE CAPITAL PROGRAMME 2011/2012  
2011/12 Capital Programme  
Assistant Chief Executive Resources

Title and Description of the Scheme	2011/12 Capital Programme, Approved at February 2011 Council.				Approved slippage from 20/10/11 (Agreed by Executive in July)				REVISED CAPITAL PROGRAMME BUDGET (February 2011 Council plus approved slippage)				Changes to Original Assumptions				Slippage to 2012/13 and future years				Revised Capital Programme - October 2011				Year to 31 August 2011							
	External Funding		Net Expenditure		Gross Expenditure		Net Expenditure		External Funding		Gross Expenditure		Net Expenditure		External Funding		Gross Expenditure		Net Expenditure		External Funding		Gross Expenditure		Net Expenditure		External Funding		Gross Expenditure		Net Expenditure	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s		
GBC Corporate Property Rolling Programme (R.I) includes improvement and development of the existing property portfolio. The total requirement for 2011/12 is calculated to be c. £3m, of which £.1m will be covered by additional slippage from 20/10/11.	906	0	1,106	0	750	0	750	0	1,656	0	1,656	0	1,656	(200)	0	1,456	0	1,456	0	1,456	0	1,456	0	1,456	0	106	0	106	0	106		
Aspinall Court House (Originally shown in the Corporate Property Block)	150		150		0		0	150	0	150	0	150	0	0	0	150	0	150	0	150	0	150	0	150	0	0	0	0	0	0		
Priddy House (Originally shown in the Corporate Property Block)	212		212		0		0	212	0	212	0	212	0	0	0	212	0	212	0	212	0	212	0	212	0	0	0	0	0	0		
Houghton Lodge/23a (Originally shown in the Corporate Property Block)	176		176		0		0	176	(102)	176	(102)	176	(102)	(102)	0	74	0	74	0	74	0	74	0	74	0	0	0	0	0	0		
Libraries (Originally shown in the Corporate Property Block)	371		371		0		0	371	0	371	0	371	0	0	0	371	0	371	0	371	0	371	0	371	0	0	0	0	0	0		
Carbon Reduction Improvements (Originally shown in the Corporate Property Block)	330		330		0		0	330	0	330	0	330	0	0	0	330	0	330	0	330	0	330	0	330	0	0	0	0	0	0		
Walling House (Originally shown in the Corporate Property Block)	430		430		0		0	430	0	430	0	430	0	0	0	171	0	171	0	171	0	171	0	171	0	0	0	0	0	0		
Slaze Horticultural Centre	66		66		0		0	66	0	66	0	66	0	0	0	66	0	66	0	66	0	66	0	66	0	0	0	0	0	0		
Adessey (Originally shown in the Corporate Property Block)	123		123		0		0	123	0	123	0	123	0	0	0	123	0	123	0	123	0	123	0	123	0	0	0	0	0	0		
Toddfield Leisure Centre (Originally shown in the Corporate Property Block) - paths and car parking	676		676		0		0	676	(500)	676	(500)	676	(500)	(500)	0	176	0	176	0	176	0	176	0	176	0	0	0	0	0	0		
Priddy House (Originally shown in the Corporate Property Block) - car parking	360		360		0		0	360	(360)	360	(360)	360	(360)	(360)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
ICT Infrastructure - Professional Services (from Rolling Programme)	214		214		0		0	214	(118)	214	(118)	214	(118)	(118)	0	96	0	96	0	96	0	96	0	96	0	297	0	297	0	297		
ICT Infrastructure - Hardware (from Rolling Programme)	372		372		0		0	372	(137)	372	(137)	372	(137)	(137)	0	235	0	235	0	235	0	235	0	235	0	1	0	1	0	1		
ICT Infrastructure - Software (from Rolling Programme)	270		270		0		0	270	(30)	270	(30)	270	(30)	(30)	0	240	0	240	0	240	0	240	0	240	0	3	0	3	0	3		
AIS Edge					64	(64)	0	64	(64)	0	0	0	0	0	0	64	(64)	0	0	0	0	0	0	0	0	0	0	0	0	0		
Enterprise Content Management (KEY ECM) Implementation To deliver a single Enterprise Content Management (KEY ECM) system for Central Bedfordshire that will: • create a central secure records management storage repository for all business critical electronic (and paper) documents; • act as a central email archive underpinning compliance and regulatory requirements.	350	0	350	0	59	0	409	0	409	0	409	0	409	0	0	150	0	150	0	150	0	150	0	150	0	0	0	0	0	0		
GBC Network (NEW) Move of 1000 users of BBC network.	264	0	264	0	0	0	264	0	264	(116)	264	(116)	264	(116)	0	148	0	148	0	148	0	148	0	148	0	103	0	103	0	103		
Data Centre Migration (NEW) To provide CBC with a data centre that is not susceptible to power outages.	125	0	125	0	0	0	125	0	125	0	125	0	125	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
ICT Time Recording System (NEW) To enable effective project charging.	200	0	200	0	0	0	200	0	200	(134)	200	(134)	200	(134)	0	66	0	66	0	66	0	66	0	66	0	0	0	0	0	0		

CENTRAL BEDFORDSHIRE CAPITAL PROGRAMME 2011/2012  
2011/12 Capital Programme  
Assistant Chief Executive Resources

Title and Description of the Scheme	2011/12 Capital Programme, Approved at February 2011 Council.				Approved slippage from 20/10/11 (Agreed by Executive in July)				REVISED CAPITAL PROGRAMME BUDGET (February 2011 Council plus approved slippage)				Changes to Original Assumptions				Slippage to 2012/13 and future years				Revised Capital Programme - October 2011				Year to 31 August 2011			
	Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure		Gross Expenditure		Net Expenditure	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
SAP Optimisation- Financial Forecasting	200		200	0	0	200	0	200	0	200	0	200	0	0	0	200	0	200	0	200	0	0	0	0	0	0	0	0
SAP Optimisation- Implementation of Manager & Employee Self Service	280	0	280	0	0	280	0	280	0	280	0	280	0	(100)	(180)	0	0	0	0	0	0	0	0	0	0	0	0	0
Children's Case Management System (NEVA)	0	0	0	0	0	0	0	0	0	0	0	0	0	1,003	1,003	0	1,003	0	1,003	0	1,003	0	0	0	0	0	0	0
Integrated Asset Management System (NEVA) This single platform will be accessible cross service resolving the current issues of multiple databases.	300	0	300	0	0	300	0	300	0	300	0	300	0		(150)	0	150	0	150	0	150	0	0	0	0	0	0	0
Co-Location DWP former Community Hubs- Total Project Points of Presence	400	(215)	215	50	0	480	(215)	265	84	0	84	0	84	0	0	0	480	(215)	265	84	0	84	0	84	0	60	0	60
Optical Character Recognition (OCER)				84	0	84	0	84	0	84	0	84	0			0	84	0	84	0	84	0	84	0	0	0	0	0
Additional Construction works - Technology House (Youth Space)				139	0	139	0	139	0	139	0	139	0	(104)	(104)	0	35	0	35	0	35	0	0	0	0	0	0	0
Web strategy - The Council's web strategy project has 3 strategic objectives: • To generate efficiencies • To support democratic engagement • To improve customer service  The implementation of this comprehensive web strategy is fundamental to the transformation of the Council's services.				115	0	115	0	115	0	115	0	115	0			0	115	0	115	0	115	0	38	0	38	0	38	0
Performance / Complaints Management System: To introduce a corporate software system or systems which will allow us to: Effectively monitor, report and improve on our performance Analyse and plan for effective risk management. Council IT Matrix Maintenance				90	0	90	0	90	0	90	0	90	0	(45)	(45)	0	45	0	45	0	45	0	0	0	0	0	0	0
ICT Stabilisation				75	0	75	0	75	0	75	0	75	0			0	75	0	75	0	75	0	0	0	0	0	0	0
<b>Total Assistant Chief Executive- Resources</b>	<b>6,805</b>	<b>(215)</b>	<b>6,590</b>	<b>1,426</b>	<b>(64)</b>	<b>8,231</b>	<b>(279)</b>	<b>7,952</b>	<b>(384)</b>	<b>569</b>	<b>(384)</b>	<b>0</b>	<b>(973)</b>	<b>0</b>	<b>(973)</b>	<b>6,874</b>	<b>(279)</b>	<b>6,595</b>	<b>608</b>	<b>0</b>	<b>608</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>608</b>	<b>0</b>	<b>608</b>	

**CENTRAL BEDFORDSHIRE CAPITAL PROGRAMME 2011/2012**  
**2011/12 Capital Programme**  
**Assistant Chief Executive People**

Title and Description of the Scheme	2011/12 Capital Programme Approved at February 2011 Council			Approved slippage from 2010/11 (Agreed by Executive in July)			REVISED CAPITAL PROGRAMME BUDGET (February 2011 Council plus approved slippage)			Changes to Original Assumptions			Slippage to 2012/13 and future years			Revised Capital Programme- October 2011			Year to 31 August 2011			
	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Legal Services Case Management	0	0	0	11	0	11	11	0	0	11	(4)	(4)	0	0	0	7	0	7	7	0	0	0
Channel Shift (NEW)	0	0	0	0	0	0	0	0	0	0	358	358	0	0	0	358	0	358	358	0	0	0
Customer Relationship Management (CRM) - Completion of two capital projects from the 2010/11 programme: Mid and South Beds T- Government Partnership and Partnership of Beds District Councils (combined budget 2010/11 of £343k).	305	0	305	204	0	204	509	0	509	(358)	(358)	(4)	(4)	(4)	(4)	147	0	147	49	0	0	49
<b>Total Assistant Chief Executive- People</b>	<b>305</b>	<b>0</b>	<b>305</b>	<b>215</b>	<b>0</b>	<b>215</b>	<b>520</b>	<b>0</b>	<b>520</b>	<b>(4)</b>	<b>(4)</b>	<b>(4)</b>	<b>(4)</b>	<b>(4)</b>	<b>(4)</b>	<b>512</b>	<b>0</b>	<b>512</b>	<b>49</b>	<b>0</b>	<b>0</b>	<b>49</b>

(R) = Rolling Programme





**CAPITAL PROGRAMME – CENTRAL BEDFORDSHIRE COUNCIL 2011/12**  
**HOUSING REVENUE ACCOUNT**

Title and Description of the Scheme	2011/12 Capital Programme. Approved at February 2011 Council.										Approved slippage from 2010/11 (Agreed by Executive in July)				REVISED CAPITAL PROGRAMME BUDGET (February 2011 Council plus approved slippage)				Changes to Original Assumptions				Slippage to 2012/13 and future years				Revised Capital Programme- September 2011				Year to 31 August 2011					
	Gross Expenditure		External Funding		Net Expenditure		Gross Expenditure		External Funding		Net Expenditure		Gross Expenditure		External Funding		Net Expenditure		Gross Expenditure		External Funding		Net Expenditure		Gross Expenditure		External Funding		Net Expenditure		Gross Expenditure		External Funding		Net Expenditure	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s		
General Enhancements (formerly Minor Works)	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	100	
Various one-off projects required on an ad hoc basis and not identified in a specific capital project, eg defective damp-proof, Drainage & Water Supply	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
A programme of improvements to water supplies and water mains systems where these systems have deteriorated due to age.	200	0	200	0	200	0	200	0	200	0	200	0	200	0	200	0	200	0	200	0	200	0	200	0	200	0	200	0	200	0	200	0	200	0	0	
Stack Remedelling Various properties have been identified to enhance the stock, eg. improve insulation, convert basins to flats, convert flat to pitch roofs, construct lift shafts, etc.	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	7	
Garage Refurbishment The existing garage block sites are in a safe and secure condition.	60	0	60	0	60	0	60	0	60	0	60	0	60	0	60	0	60	0	60	0	60	0	60	0	60	0	60	0	60	0	60	0	60	0	34	
Paths & Fences sileworks Identification of defects and design, plan and install improvements.	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	126	
Estate Improvements Improvement to the amenities and appearance of our neighbourhood.	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	250	0	1	
Energy Conservation Improve the energy efficiency of the housing stock.	234	0	234	0	234	0	234	0	234	0	234	0	234	0	234	0	234	0	234	0	234	0	234	0	234	0	234	0	234	0	234	0	234	0	66	
Roof Replacement Roof replacement where the roof covering is inadequate.	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	229	
Central Heating Installation Delivery of affordable warmth and improvement to thermal comfort while reducing harmful emissions.	340	0	340	0	340	0	340	0	340	0	340	0	340	0	340	0	340	0	340	0	340	0	340	0	340	0	340	0	340	0	340	0	340	0	(2)	
Rewiring Improvement to wiring for efficiency and safety reasons.	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	1,100	0	321	
Kitchens and Bathrooms Identify properties that will fail the Decent Home Standard and institute remedial action.	172	0	172	0	172	0	172	0	172	0	172	0	172	0	172	0	172	0	172	0	172	0	172	0	172	0	172	0	172	0	172	0	172	0	10	
Central Heating communal To deliver affordable warmth and improve thermal comfort while reducing harmful emissions. Secure door entry Replacement of front and rear doors with quality composite doors.	350	0	350	0	350	0	350	0	350	0	350	0	350	0	350	0	350	0	350	0	350	0	350	0	350	0	350	0	350	0	350	0	350	0	107	



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**Meeting:** Customer & Central Services Overview & Scrutiny Committee  
**Date:** 28 November 2011  
**Subject:** Work Programme 2011 – 2012 & 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.

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**Contact Officer:** Bernard Carter, Corporate Scrutiny & Research 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 2011 – 2012

Ref	Indicative OSC Meeting Date	Report Title	Issue to be considered	Comment
1.	28 November 2011	<p>Executive Member Update</p> <p>ICT Framework</p> <p>Treasury Management Strategy</p> <p>Capital Programme</p>	<p>To receive a brief verbal update from the relevant Executive Member.</p> <p>To consider a draft ICT Framework for Central Bedfordshire Council</p> <p>To consider the Council's revised Treasury Management Strategy for 2012/13</p> <p>To consider a review of the Capital Programme</p>	
2.	19 December 2011	<p>Executive Member Update</p> <p>Medium Term Objectives</p> <p>Draft Budget 2012/13</p>	<p>To receive a brief verbal update from the relevant Executive Member.</p> <p>To consider the Council's draft Medium Term Objectives</p> <p>To consider the Council's (and Corporate Services) draft Budget for 2012/13.</p>	

Ref	Indicative OSC Meeting Date	Report Title	Issue to be considered	Comment
		<p>Quarter 2 Budget Monitoring</p> <p>Quarter 2 Performance Monitoring</p>	<p>To consider corporate budget and treasury management monitoring information for the second quarter of 20011/12, together with specific information for Corporate Services (Resources and People &amp; Organisation).</p> <p>To consider performance monitoring information for the second quarter of 20011/12</p>	
3.	16 January 2012	<p>Executive Member Update</p> <p>Corporate Asset Management Plan</p> <p>Recovery Programme</p>	<p>To receive a brief verbal update from the relevant Executive Member.</p> <p>To consider the Council's Corporate Asset Management Plan</p> <p>To receive a progress report regarding the recovery programme of the former Customer &amp; Shared Services Directorate</p>	
4.	27 February 2012	<p>Executive Member Update</p> <p>Procurement</p>	<p>To receive a brief verbal update from the relevant Executive Member</p> <p>To receive a presentation regarding the broad direction for procurement at Central Bedfordshire Council</p>	

Ref	Indicative OSC Meeting Date	Report Title	Issue to be considered	Comment
		Medium Term Accommodation Strategy	To receive a report on progress with the Medium Term Accommodation Strategy	
5.	16 April 2012	<p>Executive Member Update</p> <p>Quarter 3 Budget Monitoring</p> <p>Quarter 3 Performance Monitoring</p>	<p>To receive a brief verbal update from the relevant Executive Member.</p> <p>To consider corporate budget and treasury management monitoring information for the third quarter of 2011/12, together with specific information for Corporate Services (Resources and People &amp; Organisation).</p> <p>To consider performance monitoring information for the third quarter of 2011/12</p>	
6.	21 May 2012	Executive Member Update	To receive a brief verbal update from the relevant Executive Member.	

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**Central Bedfordshire Council  
Forward Plan of Key Decisions  
1 December 2011 to 30 November 2012**

- 1) During the period from **1 December 2011 to 30 November 2012**, Central Bedfordshire Council plans to make key decisions on the issues set out below. “Key decisions” relate to those decisions of the Executive which are likely:
- to result in the incurring of expenditure which is, or the making of savings which are, significant (namely £200,000 or above per annum) having regard to the budget for the service or function to which the decision relates; or
  - to be significant in terms of their effects on communities living or working in an area comprising one or more wards in the area of Central Bedfordshire.
- 2) The Forward Plan is a general guide to the key decisions to be determined by the Executive and will be updated on a monthly basis. Key decisions will be taken by the Executive as a whole. The Members of the Executive are:

Cllr James Jamieson	Leader of the Council and Chairman of the Executive
Cllr Maurice Jones	Deputy Leader and Executive Member for Corporate Resources
Cllr Mark Versallion	Executive Member for Children’s Services
Cllr Mrs Carole Hegley	Executive Member for Social Care, Health and Housing
Cllr Ken Matthews	Executive Member for Sustainable Communities – Strategic Planning and Economic Development
Cllr Brian Spurr	Executive Member for Sustainable Communities - Services
Cllr Mrs Tricia Turner MBE	Executive Member for Economic Partnerships
Cllr Richard Stay	Executive Member for External Affairs

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

Meeting Date	Publication of Agenda
15 March 2011	03 March 2011
05 April 2011	24 March 2011
31 May 2011	19 May 2011
12 July 2011	30 June 2011
23 August 2011	11 August 2011
4 October 2011	22 September 2011
15 November 2011	3 November 2011
6 December 2011	24 November 2011
10 January 2012	22 December 2011
14 February 2012	2 February 2012
27 March 2012	15 March 2012
15 May 2012	3 May 2012

# Central Bedfordshire Council

## Forward Plan of Key Decisions for the period 1 December 2011 to 30 November 2012

### Key Decisions

Date of Publication: 15 November 2011

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.	Draft Budget 2012/13 and Medium Term Financial Plan -	To consider the draft budget for 2012/13 and the Medium Term Financial Plan including fees and charges and the capital programme.	6 December 2011		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 05/11/2011 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 Officer Email: <a href="mailto:charles.warboys@centralbedfordshire.gov.uk">charles.warboys@centralbedfordshire.gov.uk</a> Tel: 0300 300 6147
2.	Quarter 2 Budget Monitoring -	To consider the quarter 2 budget monitoring report.	6 December 2011		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 05/11/11 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 Officer Email: <a href="mailto:charles.warboys@centralbedfordshire.gov.uk">charles.warboys@centralbedfordshire.gov.uk</a> Tel: 0300 300 6147

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
3.	Draft Housing Revenue Account (HRA) Budget 2012/13 and Self-Financing HRA Business Plan -	To consider the draft Housing Revenue Account budget for 2012/13.	6 December 2011		Report	Executive Member for Social Care, Health and Housing, Deputy Leader and Executive Member for Corporate Resources Comments by 05/11/11 to Contact Officer: Tony Keaveney, Assistant Director Housing Services and/or Charles Warboys, Chief Finance Officer & Section 151 Officer Email: <a href="mailto:charles.warboys@centralbedfordshire.gov.uk">charles.warboys@centralbedfordshire.gov.uk</a> Tel: 0300 300 6147 and/or <a href="mailto:tony.keaveney@centralbedfordshire.gov.uk">tony.keaveney@centralbedfordshire.gov.uk</a> Tel: 0300 300 5213
4.	Future of Special Schooling in the South of Central Bedfordshire -	To consider the alternative arrangement for Area Special Schools in light of the decision by the Department for Education to award Academy Status to Weatherfield Special School.	6 December 2011	Statutory Notices.	Report	Executive Member for Children's Services Comments by 05/11/2011 to Contact Officer: Pete Dudley, Assistant Director Learning and Strategic Commissioning Email: <a href="mailto:pete.dudley@centralbedfordshire.gov.uk">pete.dudley@centralbedfordshire.gov.uk</a> Tel: 0300 300 4203

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.	2011 Annual Assessment of Children's Services -	Response to Ofsted Annual Assessment and agreement to the improvement strategy.	6 December 2011		Report	Executive Member for Children's Services Comments by 05/11/11 to Contact Officer: Sylvia Gibson, Head of Learning Email: <a href="mailto:sylvia.gibson@centralbedfordshire.gov.uk">sylvia.gibson@centralbedfordshire.gov.uk</a> Tel: 0300 300 5522
6.	Extension of the Household Waste Recycling Centres Management Contract -	To consider the extension of the household waste recycling centres management contract with Viridor.	6 December 2011		Report	Executive Member for Sustainable Communities - Services Comments by 05/11/11 to Contact Officer: John Atkinson, Head of Legal and Democratic Services Email: Tracey Harris, Head of Waste Services <a href="mailto:tracey.harris2@centralbedfordshire.gov.uk">tracey.harris2@centralbedfordshire.gov.uk</a> Tel: 0300 300 6464 or <a href="mailto:john.atkinson@centralbedfordshire.gov.uk">john.atkinson@centralbedfordshire.gov.uk</a> Tel: 0300 300 6255

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.	Harmonisation of the Housing Needs Service in Central Bedfordshire -	To approve the harmonisation of the Housing Needs Service in Central Bedfordshire.	10 January 2012		Report	Executive Member for Social Care, Health and Housing Comments by 09/12/11 to Contact Officer: Mary Goodson, Policy Advisor Email: <a href="mailto:mary.goodson@centralbedfordshire.gov.uk">mary.goodson@centralbedfordshire.gov.uk</a> Tel: 0300 300 5515
8.	Fairer Charging - Phase 2 -	To receive an update on phase 2 fairer charging and to make a decision on the introduction of weekly charge for Telecare Services.	10 January 2012	Current Telecare users (individual letter and survey); Stakeholder Groups and Public (email and web-based survey) 15 August 2011 – 4 November 2011.	Report Consultation document containing proposals Analysis of consultation responses	Executive Member for Social Care, Health and Housing Comments by 09/12/11 to Contact Officer: Tim Hoyle, Head of Business Systems Email: <a href="mailto:tim.hoyle@centralbedfordshire.gov.uk">tim.hoyle@centralbedfordshire.gov.uk</a> Tel: 0300 300 6065
9.	ICT Framework Document -	To approve the ICT Framework document.	10 January 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 09/12/2011 to Contact Officer: Clive Jones, Chief ICT Officer Email: <a href="mailto:clive.jones@centralbedfordshire.gov.uk">clive.jones@centralbedfordshire.gov.uk</a> 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)
10.	Outcome of the Review of Children's Centres -	To consider the outcome of the review of children's centres.	10 January 2012		Report	Executive Member for Children's Services Comments by 09/12/2011 to Contact Officer: Catherine Parry, Assistant Director (Acting), Children's Services Operations Email: <a href="mailto:catherine.parry@centralbedfordshire.gov.uk">catherine.parry@centralbedfordshire.gov.uk</a> Tel: 0300 300 6441
11.	Treasury Management Policy and the Treasury Management Strategy -	To recommend to Council the adoption of the Treasury Management Policy and Treasury Management Strategy.	10 January 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 09/12/11 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 Officer Email: <a href="mailto:charles.warboys@centralbedfordshire.gov.uk">charles.warboys@centralbedfordshire.gov.uk</a> Tel: 0300 300 6147
12.	Local Sustainable Transport Fund bid for Central Bedfordshire -	To approve the Local Sustainable Transport Fund bid for Central Bedfordshire.	10 January 2012	Stakeholder consultees.	Report	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 09/12/11 to Contact Officer: Paul Cook, Head of Transport Strategy Email: <a href="mailto:paul.cook@centralbedfordshire.gov.uk">paul.cook@centralbedfordshire.gov.uk</a> Tel: 0300 300 6999

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 Traded Services for Schools -	To consider the review of traded services for schools.	10 January 2012		Report	Executive Member for Children's Services, Deputy Leader and Executive Member for Corporate Resources Comments by 09/12/11 to Contact Officer: John Unsworth, Interim Assistant Chief Executive (Resources) Email: <a href="mailto:john.unsworth@centralbedfordshire.gov.uk">john.unsworth@centralbedfordshire.gov.uk</a> Tel: 0300 300 5875
14.	Award of the Housing Responsive Maintenance and Void Repairs Contract -	To award the housing responsive maintenance and void repairs contract.	14 February 2012		Report	Executive Member for Social Care, Health and Housing Comments by 09/12/11 to Contact Officer: Basil Quinn, Housing Asset Manager Performance Email: <a href="mailto:basil.quinn@centralbedfordshire.gov.uk">basil.quinn@centralbedfordshire.gov.uk</a> Tel: 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)
15.	Budget 2012/13 -	To recommend to Council the proposed budget for 2012/13.	14 February 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 13/01/12 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 Officer Email: <a href="mailto:charles.warboys@centralbedfordshire.gov.uk">charles.warboys@centralbedfordshire.gov.uk</a> Tel: 0300 300 6147
16.	Housing Revenue Account Budget 2012/13 -	To recommend to Council the Housing Revenue Account Budget 2012/13 for approval.	14 February 2012		Report	Deputy Leader and Executive Member for Corporate Resources, Executive Member for Social Care, Health and Housing Comments by 13/01/12 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 Officer and/or Tony Keaveney, Assistant Director Housing Services Email: <a href="mailto:charles.warboys@centralbedfordshire.gov.uk">charles.warboys@centralbedfordshire.gov.uk</a> Tel: 0300 300 6147 and/or <a href="mailto:tony.keaveney@centralbedfordshire.gov.uk">tony.keaveney@centralbedfordshire.gov.uk</a> Tel: 0300 300 5213

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.	Localism Bill -	To consider the Localism Bill and the delivery through the Community Strategy.	14 February 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 13/01/12 to Contact Officer: Peter Fraser, Head of Partnerships & Community Engagement Email: <a href="mailto:peter.fraser@centralbedfordshire.gov.uk">peter.fraser@centralbedfordshire.gov.uk</a> Tel: 0300 300 6740
18.	Corporate Asset Management Plan -	To approve the Corporate Asset Management Plan.	14 February 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 13/01/12 to Contact Officer: Ian Brown, Interim Chief Assets Officer Email: <a href="mailto:ian.brown@centralbedfordshire.gov.uk">ian.brown@centralbedfordshire.gov.uk</a> Tel: 0300 300 5711
19.	Review of Central Bedfordshire Council Library Service -	Approval is sought to: A: agree the Central Bedfordshire vision for the Libraries Service; and B: agree a sustainable model of future Library Service provision.	27 March 2012	Throughout May - July 2011 a series of focus groups and workshops with service users and partners and stakeholders. From October 2011 – January 2012 a formal consultation on the vision and potential service delivery models.	Emerging vision, core service offer and aspiration Libraries Service Review Report Outcomes from consultation process Equality Impact Assessment	Executive Member for Sustainable Communities - Services Comments by 26/02/12 to Contact Officer: Kate McFarlane, Head of Community Regeneration & Adult Skills Email: <a href="mailto:kate.mcfarlane@centralbedfordshire.gov.uk">kate.mcfarlane@centralbedfordshire.gov.uk</a> Tel: 0300 300 5858

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.	Community Safety Partnership Priorities and the Community Safety Partnership Plan for 2012-2013 -	To adopt the Community Safety Partnership Priorities and the Community Safety Partnership Plan for 2012-2013.	27 March 2012	Strategic Assessment & Partnership Plan will be considered at the Community Safety Partnership Executive meeting in November/December, Overview and Scrutiny Committee and the Local Strategic Partnership.	Strategic Assessment Priorities & Community Safety Partnership Plan 2012-2013	Executive Member for Sustainable Communities - Services Comments by 26/02/12 to Contact Officer: Jeanette Keyte, Community Safety Manager Email: <a href="mailto:jeanette.keyte@centralbedfordshire.gov.uk">jeanette.keyte@centralbedfordshire.gov.uk</a> Tel: 0300 300 5232
21.	Food Law Enforcement Service Plan 2012-2013, Age Restricted Sales Plan 2012-2013 and the Health and Safety (as a Regulator) Service Plan 2012-2013 -	To approve the Food Law Enforcement Service Plan 2012-2013, Age Restricted Sales Plan 2012-2013 and the Health and Safety (as a Regulator) Service Plan 2012-2013.	27 March 2012		Central Bedfordshire Enforcement Policy; FSA Framework Agreement on Local Authority Food Law Enforcement; Food Law Code of Practice (England); HSE Section 18 Standard on Enforcement	Executive Member for Sustainable Communities - Services Comments by 26/02/12 to Contact Officer: Susan Childerhouse, Head of Public Protection (North) Email: <a href="mailto:susan.childerhouse@centralbedfordshire.gov.uk">susan.childerhouse@centralbedfordshire.gov.uk</a> Tel: 0300 300 4394

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)
22.	Leighton Buzzard Town Centre Planning and Development Briefs -	To endorse the planning document for two sites as Interim Technical Guidance for Development Management Purposes.	27 March 2012	Statutory consultation procedure to be carried out in Autumn 2011.	Leighton Buzzard Town Centre sites Planning and Development Briefs	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 26/02/12 to Contact Officer: Liz Wade, Assistant Director Economic Growth and Regeneration Email: <a href="mailto:liz.wade@centralbedfordshire.gov.uk">liz.wade@centralbedfordshire.gov.uk</a> Tel: 0300 300 6288
23.	Brewers Hill Road Sites, Dunstable Regeneration -	To adopt the plans for the Brewers Hill Road sites as a Supplementary Planning Document or endorsement as Interim technical guidance for Development Management Purposes.	27 March 2012	Statutory consultation procedure to be carried out in November/December 2011 via exhibitions, meetings and questionnaires.	Brewers Hill Road sites, Dunstable Development Brief	Executive Member for Sustainable Communities - Strategic Planning and Economic Development, Deputy Leader and Executive Member for Corporate Resources Comments by 26/02/12 to Contact Officer: Peter Burt, MRICS, Head of Property Assets or Andy Lewis, Major Projects Officer Email: <a href="mailto:peter.burt@centralbedfordshire.gov.uk">peter.burt@centralbedfordshire.gov.uk</a> Tel: 0300 300 5281 or <a href="mailto:andy.lewis@centralbedfordshire.gov.uk">andy.lewis@centralbedfordshire.gov.uk</a> Tel: 0300 300 5526

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.	Quarter 3 Budget Monitoring -	To consider quarter 3 budget monitoring report.	27 March 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 26/02/12 to Contact Officer: Charles Warboys, Chief Finance Officer & Section 151 Officer Email: <a href="mailto:charles.warboys@centralbedfordshire.gov.uk">charles.warboys@centralbedfordshire.gov.uk</a> Tel: 0300 300 6147
25.	Alternative Future Provision of the Pupil Referral Unit -	To consider an alternative provision free school - Pupil Referral Unit	27 March 2012		Report	Executive Member for Children's Services Comments by 26/02/12 to Contact Officer: Pete Dudley, Assistant Director Learning and Strategic Commissioning Email: <a href="mailto:pete.dudley@centralbedfordshire.gov.uk">pete.dudley@centralbedfordshire.gov.uk</a> Tel: 0300 300 4203
26.	Local Lettings Policy to Rural Exception Sites in Central Bedfordshire -	To agree the Local Lettings Policy to allocate affordable housing to Rural Exception Sites in Central Bedfordshire.	27 March 2012		Report	Executive Member for Social Care, Health and Housing Comments by 26/02/12 to Contact Officer: Hamid Khan, Head of Housing Needs Email: <a href="mailto:hamid.khan@centralbedfordshire.gov.uk">hamid.khan@centralbedfordshire.gov.uk</a> Tel: 0300 300 5369

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)
27.	All Age Skills Strategy and the Skills Role of the Local Authority -	Approval is sought to agree the All Age Skills Strategy for Central Bedfordshire and to agree on the future role of the local authority in the skills agenda.	27 March 2012	<p>The draft All Age Skills Strategy was created following a series of workshops, focus groups and interviews with partners, stakeholders and individuals, during June and July 2011. From early August to late October 2011, a formal 13 week consultation on the draft strategy was held. A follow up stakeholder workshop was held in mid October.</p> <p>Across November and December 2011, a series of one to one meetings, structured interviews and workshops will be held internally to establish the existing skills role of the local authority and to seek views on the potential future role. In January 2012 external stakeholders will be consulted with, again through workshops and interviews to examine Central Bedfordshire wide skills governance arrangements.</p>	<p>All Age Skill Strategy All Age Skills Strategy Consultation Report Report on the future role of the local authority in the skills agenda, with options analysis and implementation plan for the preferred option Equality Impact Assessment</p>	<p>Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 26/02/11 to Contact Officer: Kate McFarlane, Head of Community Regeneration &amp; Adult Skills Email: <a href="mailto:kate.mcfarlane@centralbedfordshire.gov.uk">kate.mcfarlane@centralbedfordshire.gov.uk</a> Tel: 0300 300 5858</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)
28.	Outcome of Statutory Consultation on Special Schools in the South of Central Bedfordshire -	To consider the outcome of the Statutory Consultation on the Special Schools in the south of Central Bedfordshire.	27 March 2012		Report	Executive Member for Children's Services Comments by 26/02/12 to Contact Officer: Catherine Parry, Assistant Director (Acting), Children's Services Operations Email: <a href="mailto:catherine.parry@centralbedfordshire.gov.uk">catherine.parry@centralbedfordshire.gov.uk</a> Tel: 0300 300 6441
29.	Development Strategy -	The Development Strategy will set out the broad approach to new development across Central Bedfordshire to 2031, including new housing and employment targets and new large-scale development sites. The Executive will be requested to consider and agree the Central Bedfordshire Development Strategy for the purposes of Publication and subsequent Submission to the Secretary of State.)	13 November 2012	Consultation expected in May/June 2012, Member consideration through Development Strategy Task Force/Sustainable Communities Overview and Scrutiny Panel.	Draft Development Strategy (Pre-Submission version) Sustainability Appraisal Report of consultation and other technical/evidence reports	Executive Member for Sustainable Communities - Strategic Planning and Economic Development Comments by 12/10/12 to Contact Officer: Richard Fox, Head of Development Planning and Housing Strategy Email: <a href="mailto:richard.fox@centralbedfordshire.gov.uk">richard.fox@centralbedfordshire.gov.uk</a> 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)
<b>NON KEY DECISIONS</b>						
30.	Outcome of the Disability Review Children's Services -	A review of the non schools provision for disabled children is on going during September to December 2011. There may be need for structural changes which would form the content of an Executive report.	10 January 2012		Report	Executive Member for Children's Services Comments by 09/12/11 to Contact Officer: Catherine Parry, Assistant Director (Acting), Children's Services Operations Email: <a href="mailto:catherine.parry@centralbedfordshire.gov.uk">catherine.parry@centralbedfordshire.gov.uk</a> Tel: 0300 300 6441
31.	Quarter 2 Performance Report -	To receive quarter 2 performance report.	10 January 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 09/12/11 to Contact Officer: Elaine Malarky, Head of Programmes & Performance Management Email: <a href="mailto:elaine.malarky@centralbedfordshire.gov.uk">elaine.malarky@centralbedfordshire.gov.uk</a> Tel: 0300 300 5517



Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
32.	Quarter 3 Performance Report -	To receive quarter 3 performance report.	27 March 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 26/02/12 to Contact Officer: Elaine Malarky, Head of Programmes & Performance Management Email: <a href="mailto:elaine.malarky@centralbedfordshire.gov.uk">elaine.malarky@centralbedfordshire.gov.uk</a> Tel: 0300 300 5517
33.	Quarter 4 Performance Report -	To receive quarter 4 performance report.	3 July 2012		Report	Deputy Leader and Executive Member for Corporate Resources Comments by 02/06/12 to Contact Officer: Elaine Malarky, Head of Programmes & Performance Management Email: <a href="mailto:elaine.malarky@centralbedfordshire.gov.uk">elaine.malarky@centralbedfordshire.gov.uk</a> Tel: 0300 300 5517

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

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

For the Municipal Year 2011/12 the Forward Plan will be published on the fifteenth day of each month or, where the fifteenth day is not a working day, the working day immediately proceeding the fifteenth day, or in February 2012 when the plan will be published on the fourteenth day:

<b>Date of Publication</b>	<b>Period of Plan</b>
15.04.11	1 May 2011 – 30 April 2012
13.05.11	1 June 2011 – 31 May 2012
15.06.11	1 July 2011 – 30 June 2012
15.07.11	1 August 2011 – 31 July 2012
15.08.11	1 September 2011 – 31 August 2012
15.09.11	1 October 2011 – 30 September 2012
14.10.11	1 November 2011 – 31 October 2012
15.11.11	1 December 2011 – 30 November 2012
15.12.11	1 January 2012 – 31 December 2012
13.01.12	1 February 2012 – 31 January 2013
14.02.12	1 March 2012 – 28 February 2013
15.03.12	1 April 2012 – 31 March 2013