

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

**This meeting will
be filmed.***



**Central
Bedfordshire**

please ask for Sandra Hobbs
direct line 0300 300 5257
date 23 December 2015

NOTICE OF MEETING

EXECUTIVE

Date & Time

Tuesday, 12 January 2016 at 9.30 a.m.

Venue

Council Chamber, Priory House, Monks Walk, Shefford

Richard Carr
Chief Executive

To: The Chairman and Members of the EXECUTIVE:

Cllrs	J Jamieson	– Chairman and Leader of the Council
	M Jones	– Deputy Leader and Executive Member for Health
	M Versallion	– Executive Member for Education and Skills
	C Hegley	– Executive Member for Social Care and Housing and Lead Member for Children's Services
	N Young	– Executive Member for Regeneration
	B Spurr	– Executive Member for Community Services
	R Wenham	– Executive Member for Corporate Resources
	A Turner	– Executive Member for Stronger Communities

All other Members of the Council - on request

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

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AGENDA

1. **Apologies for Absence**

To receive apologies for absence.

2. **Minutes**

To approve as a correct record, the Minutes of the meeting of the Executive held on 1 December 2015.

3. **Members' Interests**

To receive from Members any declarations of interest.

4. **Chairman's Announcements**

To receive any matters of communication from the Chairman.

5. **Petitions**

To consider petitions received in accordance with the Scheme of Public Participation set out in Annex 2 of Part A4 of the Constitution.

6. **Public Participation**

To respond to general questions and statements from members of the public in accordance with the Scheme of Public Participation set out in Appendix A of Part A4 of the Constitution.

7. **Forward Plan of Key Decisions**

To receive the Forward Plan of Key Decisions for the period 1 February 2016 to 31 January 2017.

Decisions

Item	Subject	Page Nos.
8.	Draft Budget 2016/17 and Medium Term Financial Plan	37 - 94

The report proposes the draft Budget for 2016/17 and updates the Medium Term Financial Plan approved by Council in February 2015.

9.	Draft Capital Programme 2016/17 to 2019/20	95 - 114
	The report proposes the Draft Capital Programme (excluding HRA) for the four years from 1 April 2016.	
10.	Draft Budget for the Housing Revenue Account (Landlord Service) Business Plan	115 - 142
	The report sets out the financial position of the Housing Revenue Account (HRA) and the Draft Budget for 2016/17.	
11.	Neighbourhood Planning	143 - 148
	To update Members on the latest situation for Neighbourhood Planning in Central Bedfordshire and set out the statutory processes involved.	
12.	Proposal to make Drainage Byelaws	149 - 174
	To agree to make byelaws in connection with drainage matters to assist the Council in meeting its statutory duties and in its role to help reduce the risk of flooding for local communities.	
13.	Determination of the Proposal to Recommission Primary Specialist Provision for Autistic Spectrum Condition (ASC) in Dunstable	175 - 196
	To provide the outcome of the consultation by Ardley Hill Academy for its proposal to establish a new 8 place primary specialist provision for ASC at Ardley Hill Academy in Dunstable from September 2016.	
14.	Shared Legal Services	197 - 204
	The report proposes that the Executive approves the appointment of the successful bidder to enter into a partnership with Central Bedfordshire Council for the provision of legal services.	

Monitoring Matters

Item	Subject	Page Nos.
15.	Quarter 2 Performance Monitoring Report	205 - 224
	To receive the quarter 2 performance monitoring report.	

16. **Exclusion of the Press and Public**

To consider whether to pass a resolution under section 100A of the Local Government Act 1972 to exclude the Press and Public from the meeting for the following items of business on the grounds that the consideration of the items is likely to involve the disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Act.

Exempt Appendix

Item	Subject	Exempt Para.	Page Nos.
17.	Shared Legal Services	3	To follow

To receive the exempt Appendix.

This agenda gives notice of items to be considered in private as required by Regulations (4) and (5) of The Local Authorities (Executive Arrangements)(Meetings and Access to Information)(England) Regulations 2012.

Details of any representations received by the Executive about why any of the above exempt decisions should be considered in public: none at the time of publication of the agenda. If representations are received they will be published separately, together with the statement given in response

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CENTRAL BEDFORDSHIRE COUNCIL

At a meeting of the **EXECUTIVE** held in the Council Chamber, Priory House, Monks Walk, Shefford on Tuesday, 1 December 2015.

PRESENT

Cllr J G Jamieson (Chairman)
Cllr M R Jones (Vice-Chairman)

Executive Members:	Cllrs	C Hegley	Cllrs	M A G Versallion
		B J Spurr		R D Wenham
		A M Turner		J N Young

Deputy Executive Members:	Cllrs	A D Brown	Cllrs	E Ghent
		Mrs S Clark		Ms C Maudlin
		I Dalgarno		B Wells
		Mrs A L Dodwell		

Apologies for Absence:	Deputy Executive Members Cllrs	K M Collins
		S Dixon

Members in Attendance:	Cllrs	Mrs A Barker	Cllrs	Mrs S A Goodchild
		M C Blair		Ms A M W Graham
		D Bowater		B Saunders
		F Firth		D Shelvey
		C C Gomm		A Zerny

Officers in Attendance	Mr Q Baker	Assistant Director Legal and Democratic Services and Monitoring Officer (Interim)
	Mrs D Broadbent-Clarke	Director of Improvement and Corporate Services
	Mr R Carr	Chief Executive
	Mr M Coiffait	Director of Community Services
	Mrs S Harrison	Director of Children's Services
	Mrs S Hobbs	Committee Services Officer
	Mr J Longhurst	Director of Regeneration and Business
	Mr P Mason	Head of Highways
	Mrs J Ogley	Director of Social Care, Health and Housing
	Mrs M Scott	Director of Public Health
	Mr C Warboys	Chief Finance Officer

E/15/56. **Minutes**

RESOLVED

that the minutes of the meeting held on 6 October 2015 be confirmed as a correct record and signed by the Chairman.

E/15/57. **Members' Interests**

None were declared.

E/15/58. **Chairman's Announcements**

The Chairman had attended a meeting, along with Councillor Young, of the Heart of England Alliance which was focussed on strategic infrastructure, including transport. The Alliance comprised of Oxfordshire, Buckinghamshire and Northamptonshire County Councils, Milton Keynes Borough Council together with the three Bedfordshire unitary councils, with invitations being extended to Cambridgeshire and hopefully Hertfordshire County Councils.

E/15/59. **Petitions**

In accordance with the Scheme of Public Participation set out in Annex 2 of Part 4 of the Constitution, the Executive received the following petition:-

Community House for the Residents of Sandhills, Leighton Buzzard

Mrs Lawrence presented a petition containing 562 signatures requesting the extension of the lease of the Community House in Sandhills, Leighton Buzzard. Mrs Lawrence explained that the Community House was the hub of Sandhills and acted as a local drop in centre and provided activities for residents in that area.

The Executive Member for Stronger Communities thanked Mrs Lawrence for presenting the petitions and explained that the Council recognised the contribution that the Community House had made to community development.

A Section 106 Agreement had provided for the Community House to be available for a five year lease. The Community House, including the car park, would be handed back to the developers in April 2016. It was the Council's intention that the new facilities at Astral Park, the Greenfields independent living facility and other local venues would meet the community needs of residents of Sandhills as well as residents living in the new housing areas, east and west of Billington Road. Additional facilities were also available for community use on the new campus for Greenleas School in Kestral Way. Discussions were taking place with the developer to extend the lease for four months until August 2016 to allow the facility at Greenfields independent living facility to be completed.

E/15/60. **Public Participation**

The Chairman invited the public speaker to make his statement in accordance with the Public Participation Scheme.

Greenacre Older People Home, Dunstable

Mr Hamilton spoke in his capacity as the son-in-law of a resident of Greenacre Older People Home and a volunteer who leads a monthly Sunday morning church service at the home. Mr Hamilton sought assurance that the Council was not intending to close all Council run care homes within five years and enquired whether there were any plans to launch a consultation process with residents and families of residents at other care homes. He also commented on the proposal to close Greenacre Older People Home and raised concerns about the consultation process that was currently taking place.

The Executive Member for Social Care and Housing thanked Mr Hamilton and explained that it was the Council's ambition to provide a better quality of life for residents in care homes. This could only be done when the opportunity of places arose at alternative care homes. The Executive Member agreed to meet with Mr Hamilton to respond to his concerns.

E/15/61. **Forward Plan of Key Decisions**

RESOLVED

that the Forward Plan of Key Decisions for the period 1 December 2015 to 30 November 2016 be noted.

E/15/62. **Determination of Proposals to Amalgamate Arlesey Nursery School and Childcare Centre with Gothic Mede Academy, Arlesey and to Amalgamate The Lawns Nursery School and Children's Centre, Biggleswade with Biggleswade Academy Trust**

The Executive considered a report from the Executive Member for Education and Skills that summarised the outcome of consultations for the proposals to amalgamate the following nursery schools from 31 December 2015:-

- Arlesey Nursery School and Childcare Centre with Gothic Mede Academy; and
- The Lawns Nursery School and Children's Centre Biggleswade with the Biggleswade Academy Trust.

The amalgamation proposals would be implemented from 1 January 2016, subject to approval from the Department for Education for the proposals by Gothic Mede Academy and Biggleswade Academy Trust, to expand and change their age ranges.

Reason for decision: To ensure the Council continued to meet its statutory obligation to secure sufficient childcare and early years provision and also to meet the legal requirements placed on the Council by the Education and Inspections Act 2006.

RESOLVED

1. that the procedures established by The Education and Inspections Act 2006 (EIA 2006) and The School Organisation (Establishment and Discontinuance of Schools) (England) Regulations 2013, as outlined in the legal implications section of the report, have been complied with in bringing forward the proposals;
2. that the responses received to the consultations undertaken for each proposal, as set out within the report be noted;
3. that four representations were received in respect of the proposal to close Arlesey Nursery School, Arlesey and the statutory notice as set out in Appendix A, issued on the 14 October 2014 under section 15(1), of the Education and Inspections Act 2006, be confirmed;
4. that no representations were received in respect of the proposal to close The Lawns Nursery School, Biggleswade and the statutory notice as set out in Appendix B, issued on the 14 October 2014, under section 15(1), of the Education and Inspections Act 2006, be confirmed;
5. the statutory proposals be approved to:
 - (a) close Arlesey Nursery School and Childcare Centre with an implementation date of 31 December 2015 to enable an amalgamation of the provision with Gothic Mede Academy with effect from 1 January 2016, subject to approval by the Department for Education; and
 - (b) close The Lawns Nursery School and Children's Centre, Biggleswade with an implementation date of 31 December 2015 to enable an amalgamation of the provision with Biggleswade Academy Trust with effect from 1 January 2016, subject to approval by the Department for Education
6. that the allocation of Dedicated Schools Grant (DSG) be approved to the same value as any surplus that exists at the point of closure of The Lawns Nursery School and Arlesey Nursery School, to the successor Academies; and
7. that the transfer of the existing land and buildings used by each Maintained Nursery to the respective Academies, under Academy leases, to continue to be used as Nursery provision, be approved.

E/15/63.

Modification of the Implementation Date of the Determined Statutory Proposal to Close Brewers Hill Community Middle School from August 2017

The Executive considered a report from the Executive Member for Education and Skills that updated on current and forecast pupil numbers at Brewers Hill Middle School, following the Department for Education's approval in June 2015 of the application of Beecroft Academy to change its age range and become a primary school from September 2015.

The report proposed the modification of the determined implementation date for the closure of Brewers Hill Community Middle School from August 2017 to August 2016.

In response to a question, the Executive Member for Education and Skills explained that the Council would be responsible for redundancy and early retirement costs of those staff still employed at the point of the closure.

Reason for decision: There was a reduction in pupil numbers in Brewers Hill Middle School and there would be a significant impact on the future provision of a broad and balanced curriculum to remaining children if the original timeframe were to be retained.

RESOLVED

1. **that the procedures established by the Education and Inspections Act 2006 (EIA 2006) and The School Organisation (Establishment and Discontinuance of Schools) Regulations 2013, as outlined in the legal implications section of the report, have been complied with in bringing forward this proposal to modify the implementation date of the closure of Brewers Hill Middle School; and**
2. **that the proposed modification to the determined date of implementation of the closure of Brewers Hill Community Middle School from August 2017 to August 2016 be approved.**

E/15/64.

Council Tax Support Scheme

The Executive considered a report from the Executive Member for Corporate Resources that set out the review of the Council's Local Council Tax Support Scheme and addressed the requirement to recommend to Council the approach for 2016/17. It was proposed that the current scheme be readopted for 2016/17 with no changes.

In response to a question, the Executive Member for Corporate Resources explained that there was a risk with the Support Scheme as it was dependant on the number of employment opportunities available in Central Bedfordshire.

Reason for decision: To enable the Council to endorse the Central Bedfordshire Council Local Council Tax Support Scheme. If the scheme was not approved by 31 January 2016, the Council would have to award the Local Council Tax Support in accordance with the Government's default scheme which would result in the cost of the scheme exceeding that of the local Council Tax Support Scheme.

RECOMMENDED to Council

that the extension of the current scheme for a further year (2016/17), with no changes, be approved.

E/15/65.

Superfast Broadband Extension Programme

The Executive considered a report from the Executive Member for Corporate Resources that updated on the status of the Council's broadband rollout programmes. The report also sought approval to secure additional external funding of at least £3.46m and additional Council expenditure of £200,000 to accelerate delivery and extend the coverage of superfast broadband.

In response to a question, the Executive Member for Corporate Resources explained that he was still meeting with the provider to discuss the availability of superfast broadband in smaller villages such as Dunton and Wrestlingworth.

Reason for decision: To ensure that the benefits of enhanced broadband services were available to local residents and businesses.

RESOLVED

- 1. that the Council's continued investment in rolling out superfast broadband be approved, and that the Council continues to seek and maximise the use of external funding sources to extend broadband coverage in line with the adopted Local Broadband Plan, in aiming to enable all premises to have access to next generation broadband access during 2020 in line with the aims of the adapted Joint Local Broadband Plan. This includes utilising the maximum available additional SEMLEP Local Growth Fund contribution and BDUK match funding (of at least £3.46m); and**
- 2. that an additional £200k of Council capital expenditure up to 2020 to support the rollout and take up broadband services, subject to securing the additional funding from SEMLEP, be approved.**

E/15/66. **Central Bedfordshire Permit Scheme**

The Executive considered a report from the Executive Member for Community Services that sought approval to change the current notice scheme for works on the highway to a permit-based scheme. The new permit scheme would require all works' promoters, including the Council, to apply for a permit before working on the highway. This would enable the Council to effectively manage the works and impose conditions to better control what happens, when and how it is undertaken.

Reason for decision: To enable the Council to achieve its vision and priorities, whilst addressing Government criteria around health and congestion.

RESOLVED

1. **that the introduction of a Central Bedfordshire Permit Scheme (CBPS) be approved; and**
2. **to authorise the making of the Traffic Management (Central Bedfordshire Council) Permit Scheme Order 2015.**

E/15/67. **Shared Legal Services**

The Executive considered a report from the Executive Member for Corporate Resources that set out the existing provision of legal services and proposed a move to a shared services model. The report explained the variants of shared services and set out the benefits and potential risks of each option.

The report also considered the practicalities of moving to a shared service model in the context of this Council and made recommendations as to the particular variants most likely to deliver savings and service benefits in the shortest timescales.

In response to questions, the Executive Member for Corporate Resources explained that if Central Bedfordshire Council wanted to take legal action against another council appropriate 'Chinese walls' would be in place within the proposed shared service arrangement. Sharing of services would achieve efficiencies as the Council would be able to use the knowledge of all employees in the partnership rather than paying for specialist external expertise. Central Bedfordshire would become a joint owner within the proposed partnership. Monitoring the performance of the proposed partnership would be carried out by the Corporate Resources Overview and Scrutiny Committee.

Reason for decision: To enable the Council to deliver the financial savings without impacting upon service levels.

RESOLVED

1. that the content of the report and its appendices, including the proposal to deliver £240k savings in the service area in 2016/17 financial year, be noted;
2. that the establishment of a shared services arrangement with another local authority(s) for the provision of legal services for CBC, involving the potential TUPE transfer of CBC staff to a separate legal vehicle subject to the necessary staff consultation process being undertaken, be approved in principle; and
3. to authorise the Director of Improvement and Corporate Services, in consultation with the Executive Member for Corporate Resources to:-
 - (a) devise and undertake a process for selection of a suitable partner for CBC for the purpose of establishing a shared service;
 - (b) agree the terms on which CBC shall enter into the shared service arrangement with the partner; and
 - (c) sign off any relevant agreements to formalise the arrangement.

RECOMMENDED to Council

to authorise the delegation of CBC legal services functions to a shared services provider in order to facilitate a shared legal service arrangement.

E/15/68.

The Commissioning and Award of Adult Social Care Services and Associated Contracts

The Executive considered a report from the Executive Member for Social Care and Housing that sought agreement to the commissioning and procurement of preventative, non statutory Voluntary and Community Sector and Housing Support services to vulnerable adults, older people and those with disabilities and long term health conditions and delegated authority to award contracts.

Reason for decision: To enable the Council to protect the vulnerable by providing support to vulnerable adults and their carers to help them to continue to live as independently as possible in their own homes and maintain their individual wellbeing.

RESOLVED

1. that the commissioning and procurement of the Voluntary and Community Sector and Housing Support Services be agreed, in line with the timetable set out in the Executive report; and

2. **to authorise the Director of Social Care, Health and Housing in consultation with the Executive Members for Social Care and Housing and Corporate Resources to award the contracts.**

E/15/69.

September 2015 Quarter 2 Revenue Budget Monitoring

The Executive considered a report from the Executive Member for Corporate Resources that presented the financial position for 2015/16 as at September 2015. The forecast outturn position was £0.6m over budget mainly due to pressures within Social Care, Health and Housing and Children's Services, offset by a forecast underspend in Community Services.

Reason for decision: To facilitate effective financial management and planning.

RESOLVED

1. **that the revenue forecast position which was currently to overspend budget by £0.6m (£1.3m in August, £1.1m over last year) be noted and directorates be requested to continue to take the necessary action to achieve a balanced budget; and**
2. **that the inclusion within the budget of £2.1m of contingency that was currently forecast to be used, be noted. There is no call on this contingency at present.**

E/15/70.

September 2015 Quarter 2 Capital Budget Monitoring

The Executive considered a report from the Executive Member for Corporate Resources that presented the capital financial position for 2015/16 as at September 2015. The gross forecast was below budget by £30.2m with the net forecast being £21.5m below budget.

A virement was proposed from the Household Waste Recycling Centres Redevelopment to the Thorn Turn Waste Park project as the ground condition surveys and planning requirements had necessitated design changes.

Reason for decision: To facilitate effective financial management and planning.

RESOLVED

1. **that the gross forecast which was below budget by £30.2m (£19m at period 6 last year against a lower budget of £116.8m), and the net forecast which was £21.5m below budget be noted; and**
2. **that a virement for £3.360m from HWRC Redevelopment project to the Thorn Turn Waste Park, Depot South and Depot and Salt Barn North Schemes be approved.**

E/15/71. **September 2015 Quarter 2 Housing Revenue Account Budget Monitoring**

The Executive considered a report from the Executive Member for Social Care and Housing that presented the Housing Revenue Account (HRA) financial position as at September 2015. The revenue forecast position was a projected year end surplus of £6.194m compared to a budgeted surplus of £6.509m, a reduction of £0.315m.

Reason for decision: To facilitate effective financial management and planning.

RESOLVED

1. **that the revenue forecast position to achieve a balanced budget with a contribution to HRA Reserves of £6.194m, thus strengthening the Council's ability to invest and improve its stock of Council houses be noted;**
2. **that the Capital forecast position which indicates an outturn underspend of £2.625m relating to the Croft Green Development be noted; and**
3. **that Right to Buy (RtB) sales will be monitored for the possible impact on predicted surpluses in the medium to longer term.**

E/15/72. **Exclusion of the Press and Public**

RESOLVED

that in accordance with Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 3 of Part I of Schedule 12A of the Act.

E/15/73. **Exercise of Option to Acquire Expansion Land adjacent to St Andrews Lower School, Biggleswade**

The Executive considered a report from the Executive Member for Education and Skills that set out the latest pupil forecast and requirement for new lower school places in Biggleswade. The report sought approval to acquire a parcel of land to be used for expansion purposes in conjunction with the new St Andrews Lower School on the Kings Reach development in Biggleswade.

It was noted that the costs within the report excluded stamp duty.

Reason for decision: To ensure that the Council continued to meet its statutory obligations to provide sufficient school places.

RESOLVED

that the service of the Option Notice and subsequent acquisition of the land at a recommended value as set out in the report, be approved, subject to the cost of the stamp duty being included.

E/15/74. **Independent Living Schemes**

The Executive considered a report from the Executive Member for Social Care and Housing that sought approval to award the Care Contract for the Independent Living Schemes; Priory View, Dunstable and Greenfields, Leighton Buzzard following the procurement process.

Reason for decision: To enable the Council to appoint the successful bidder.

RESOLVED

that the Care Contract for Priory View and Greenfields Independent Living schemes following the recent procurement process be awarded as set out in the report.

E/15/75. **Replacement of Farmland**

This item was withdrawn.

(Note: The meeting commenced at 9.30 a.m. and concluded at 11.15 a.m.)

Chairman

Dated

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**Central Bedfordshire Council
Forward Plan of Key Decisions
1 February 2016 to 31 January 2017**

- 1) During the period from **1 February 2016 to 31 January 2017**, 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.

There are exceptions to these criteria which is set out in C2 1.3 in the Council’s Constitution. Specifically, expenditure which is identified in the approved Council revenue and capital budgets are not key decisions.

- 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:

Councillor James Jamieson	Leader of the Council
Councillor Maurice Jones	Deputy Leader and Executive Member for Health
Councillor Mark Versallion	Executive Member for Education and Skills
Councillor Carole Hegley	Executive Member for Social Care and Housing and Lead Member for Children’s Services
Councillor Nigel Young	Executive Member for Regeneration
Councillor Brian Spurr	Executive Member for Community Services
Councillor Richard Wenham	Executive Member for Corporate Resources
Councillor Andrew Turner	Executive Member for Stronger Communities

- 3) Whilst the majority of the Executive’s business at the meetings listed in this Forward Plan will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information.

This is a formal notice under the Local Authorities (Executive Arrangements)(Meetings and Access to Information)(England) Regulations 2012 that part of the Executive meeting listed in this Forward Plan will be held in private because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

- 4) 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.
- 5) The agendas for meetings of the Executive will be published as follows:

Meeting Date	Publication of Agenda
7 July 2015	25 June 2015
4 August 2015	23 July 2015
6 October 2015	24 September 2015
1 December 2015	19 November 2015
12 January 2016	22 December 2015
9 February 2016	28 January 2016
5 April 2016	24 March 2016

Central Bedfordshire Council

Forward Plan of Key Decisions for the period 1 February 2016 to 31 January 2017

Key Decisions

Date of Publication: 22 December 2015

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Contact officer (method of comment and closing date)
1.	Adoption of the Planning Obligations Strategy -	To adopt the Planning Obligations Strategy.	9 February 2016	All parties on the CBC database including the Development Industry, Town and Parish Councils between 22nd June - 3rd August.	Open Adoption of the Planning Obligations Strategy	Executive Member for Regeneration Comments by 09/01/2016 to Contact Officer: Connie Frost-Bryant, Acting Principal Planning Officer, Local Planning and Housing Team Email: connie.frost-bryant@centralbedfordshire.gov.uk Tel: 0300 300 4329
2.	The Future of Greenacre Older Persons Home: Outcome of Consultation and Recommendations -	To consider the future of the services delivered from Greenacre Older Persons home in light of the outcome of the public consultation processes.	9 February 2016	Residents of the home, relatives, users of the day centre, town councils, Age UK, other stakeholder groups. Public consultation.	Open The Future of Greenacre Older Persons Home: Outcome of Consultation and Recommendations	Executive Member for Social Care and Housing Comments by 09/01/2016 to Contact Officer: Tim Hoyle, MANOP Head of Service Email: tim.hoyle@centralbedfordshire.gov.uk Tel: 0300 300 6065

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.	Tender award for the redevelopment of Croft Green, Dunstable -	Appointment of the preferred contractor for the development of 23 sheltered housing apartments and communal facilities at Croft Green, Dunstable.	9 February 2016		Open Tender award for the redevelopment of Croft Green, Dunstable	Executive Member for Social Care and Housing Comments by 09/01/2016 to Contact Officer: Matt Berry, Interim Regeneration & Renewal Manager Email: matthew.berry@centralbedfordshire.gov.uk Tel: 0300 300 4493
4.	ESIF funding ERDF Innovation Bridge Programme -	Linked to the European Structural Investment Fund item taken to the October 2015 Executive - it was resolved that final approval to enter a bid agreement would be taken back to Executive. The ERDF Innovation Bridge full application is now under appraisal and the outcome is anticipated early 2016. The item is therefore being brought back to the committee for approval to enter into the bid agreement.	9 February 2016		Open	Executive Member for Regeneration Comments by 09/01/2016 to Contact Officer: Vicky Hlomuka, Business Support Officer, vicky.hlomuka@centralbedfordshire.gov.uk , Tel: 0300 300 5297, Jodie Yandall, Head of Investment and Employment jodie.yandall@centralbedfordshire.gov.uk Tel: 0300 300 6288

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.	Houghton Hall Park Renaissance and Renewal Project -	Approval to award contracts over £500k for a new visitor centre and park restoration/landscaping works as part of the Parks for People (BIG Lottery and Heritage Lottery Fund) funded Renaissance and Renewal project.	9 February 2016		Open Houghton Hall Park Renaissance and Renewal Project	Executive Member for Community Services Comments by 09/01/2016 to Contact Officer: Jill Dickinson, Head of Leisure and Libraries Email: jill.dickinson@centralbedfordshire.gov.uk Tel: 0300 300 4258
6.	Gas Appliance Servicing & Maintenance -	For delegated authority to award the contract to carry out all our statutory and responsive maintenance for all heating appliances to all of our Housing Portfolio.	9 February 2016	Legal Health & Safety Equalities	Open Gas Appliance Servicing & Maintenance	Executive Member for Social Care and Housing Comments by 09/01/2016 to Contact Officer: Alisdair Darbyshire, Team Leader Voids & Cyclical Asset Management Email: alisdair.darbyshire@centralbedfordshire.gov.uk Tel: 0300 300 5158

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.	Community Safety Partnership Priorities 2016 - 2019 -	Community Safety Partnership priorities for 2016 - 2019 for Central Bedfordshire.	9 February 2016	All CBC Members have received a briefing note and asked for feedback. Priorities have been agreed by the five Responsible Authorities. Priorities have been to Overview and Scrutiny. Public engagement and consultation took place during 2015, the outcomes incorporated in the priorities.	Open Community Safety Partnership priorities 2016 - 2019	Executive Member for Community Services Comments by 09/01/2016 to Contact Officer: Joy Piper, CSP Manager Email: joy.piper@centralbedfordshire.gov.uk Tel: 0300 300 4649
8.	European Structural Investment Fund (ESIF) follow up item - Innovation Bridge -	Each funding bid proposed under ESIF is required to go back to the Executive for approval to enter into a funding agreement. Innovation Bridge is planned to commence on the 1st April and requires the approval to enter into the funding agreement with DCLG, the managing authority.	9 February 2016	Internal consultees	Open European Structural Investment Fund (ESIF) follow up item - Innovation Bridge	Executive Member for Regeneration Comments by 09/01/2016 to Contact Officer: Vicky Hlomuka, Business Support Officer, vicky.hlomuka@centralbedfordshire.gov.uk , Tel: 0300 300 5297, Jodie Yandall, Head of Investment and Employment jodie.yandall@centralbedfordshire.gov.uk Tel: 0300 300 6288

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
9.	Dunstable Leisure Centre and Library Redevelopment -	Redevelopment and renewal of leisure and library services in Dunstable.	9 February 2016	MP, customers, service users, ward members, joint committee	Open Elements of the wider project have not yet been subject to consultation with service users and potential users Dunstable Leisure Centre and Library redevelopment	Executive Member for Community Services Comments by 09/01/2016 to Contact Officer: Jill Dickinson, Head of Leisure and Libraries Email: jill.dickinson@centralbedfordshire.gov.uk Tel: 0300 300 4258
10.	Sale of land at Hitchin Road Fairfield -	Sale of land at Hitchin Road, Fairfield. To authorise the Director of Community Services (in consultation with the Executive Member for Corporate Resources) to dispose of the land on commercial terms.	9 February 2016		Fully exempt Report will contain commercial information.	Executive Member for Corporate Resources Comments by 09/01/2016 to Contact Officer: Andrew Gordon, Head of Estate Management Email: andrew.gordon@centralbedfordshire.gov.uk Tel: 0300 300 5882
11.	Housing Strategy -	To receive the draft Housing Strategy for consideration and recommendation to Council.	5 April 2016	Public consultation carried out over a 6 week period.	Open Housing Strategy	Executive Member for Regeneration Comments by 05/03/2016 to Contact Officer Azma Ahmad-Pearce, Principal Housing Officer Email: azma.ahmad-pearce@centralbedfordshire.gov.uk Tel: 0300 300 5589

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
12.	Waste Transfer Station Operational Contract Award -	Following a procurement exercise to select a Contractor to operate the new Waste Transfer Station at Thorn Turn, this report seeks approval from the Executive to award the Contract.	5 April 2016		Open Waste Transfer Station Operational Contract Award	Executive Member for Community Services Comments by 05/03/2016 to Contact Officer: Alice Geary, Project Manager Community Services, alice.geary@centralbedfordshire.gov.uk , Tel: 0300 300 6970, Tracey Harris (Waste), Head of Waste Services Email: tracey.harris2@centralbedfordshire.gov.uk Tel: 0300 300 4646
13.	Central Bedfordshire's Policy for Housing Assistance 2016 - 2020 -	To adopt the Council's Policy for Housing Assistance 2016 – 2020 for providing households with financial assistance to improve the homes of the most vulnerable households.	5 April 2016		Open	Executive Member for Social Care and Housing Comments by 05/03/2016 to Contact Officer Nick Costin, Head of Housing Service Email: nick.costin@centralbedfordshire.gov.uk Tel: 0300 300 5219

Ref No.	Issue for Key Decision by the Executive	Intended Decision	Indicative Meeting Date	Consultees and Date/Method	Documents which may be considered	Portfolio Holder and Contact officer (method of comment and closing date)
14.	Local Transport Plan 4 -	<p>The Local Transport Plan (LTP) provides the strategic framework for investment in transport across the authority. It is proposed to update and replace the current LTP with a new Plan which takes into account political, financial and economic changes since the current document was adopted in April 2011.</p> <p>This item relates to securing support and approval for the overarching vision and objectives of the LTP together with the structure of the Plan.</p>	5 April 2016	Relevant Executive Members have been briefed and views sought to determine the outline approach to the LTP. Subject to the approval of the vision, objectives and structure, officers will embark on a process of developing the individual strategies of the Plan with consultation determined through a dedicated Consultation Strategy.	Open Local Transport Plan 4	Executive Member for Regeneration Comments by 05/03/2016 to Contact Officer: Ben King, Transport Strategy Team Leader Email: ben.king@centralbedfordshire.gov.uk Tel: 0300 300 4824

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.	Passenger Transport Strategy - Public Transport -	To seek approval to go out to consultation on the Passenger Transport Strategy - Public Transport.	5 April 2016		Open Passenger Transport Strategy - Public Transport	Executive Member for Community Services Comments by 05/03/2016 to Contact Officer: Susan Childerhouse, Head of Public Protection (North) Email: susan.childerhouse@centralbedfordshire.gov.uk Tel: 0300 300 4394
16.	New Lower School Places in Stotfold -	This report will provide Executive with the outcome of a consultation exercise for the commissioning of new lower school places to serve residential development within the Parish of Fairfield. The report will seek approval of the provider for the new site and will also seek approval to the capital expenditure for the new site and buildings.	5 April 2016		Open New Lower School Places in Stotfold	Executive Member for Education and Skills Comments by 05/03/2016 to Contact Officer: Rob Parsons, Head of School Organisation and Capital Planning Email: rob.parsons@centralbedfordshire.gov.uk Tel: 0300 300 5572

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.	Environmental Enhancement Framework -	To approve the Environmental Enhancement Strategy which is the compendium of strategies, policies and technical guidance relating to the environment. It covers areas such as ecology, landscape, climate change, renewables, trees, SuDS and sustainable growth.	7 June 2016	Key external stakeholders consulted as well as wider public consultation on individual components.	Open Environmental Enhancement Strategy	Executive Member for Regeneration Comments by 07/05/2016 to Contact Officer: Stephen Mooring, Environmental Policy Manager Email: stephen.mooring@centralbedfordshire.gov.uk Tel: 0300 300 6241
18.	Passenger Transport Strategy - Public Transport -	The report will seek approval for the adoption of the Passenger Transport Strategy – Public Transport.	2 August 2016	Members, Town and Parish Councils, residents, commercial operators, community transport operators, neighbouring local authorities, relevant CBC services Formal Consultation with all stakeholders.	Open Passenger Transport Strategy	Executive Member for Community Services Comments by 02/07/2016 to Contact Officer: Susan Childerhouse, Head of Public Protection (North) Email: susan.childerhouse@centralbedfordshire.gov.uk 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)
NON KEY DECISIONS						
19.	Treasury Management Strategy -	To recommend to Council the approval of the Treasury Management strategy for the period beginning 1 April 2016.	9 February 2016		Open Treasury Management Strategy	Executive Member for Corporate Resources Comments by 09/01/2016 to Contact Officer: Ralph Gould, Head of Financial Control Email: ralph.gould@centralbedfordshire.gov.uk Tel: 0300 300 6779
20.	Budget 2016/17 and Medium Term Financial Plan -	The report proposes the Budget for 2016/17 and updates the Medium Term Financial Plan approved by Council in February 2015.	9 February 2016		Open Budget 2016/17 and Medium Term Financial Plan	Executive Member for Corporate Resources Comments by 09/01/2016 to Contact Officer: Denis Galvin, Head of Financial Performance Email: denis.galvin@centralbedfordshire.gov.uk Tel: 0300 300 6083

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)
21.	Capital Programme 2016/17 to 2019/20 -	The report proposes the Capital Programme (excluding HRA) for the four years from 1 April 2016.	9 February 2016		Open Capital Programme 2016/17 to 2019/20	Executive Member for Corporate Resources Comments by 09/01/2016 to Contact Officer: Denis Galvin, Head of Financial Performance Email: denis.galvin@centralbedfordshire.gov.uk Tel: 0300 300 6083
22.	Budget for the Housing Revenue Account (Landlord Service) Business Plan -	The report sets out the financial position of the Housing Revenue Account (HRA) and the Budget for 2016/17.	9 February 2016		Open Budget for the Housing Revenue Account (Landlord Service) Business Plan	Executive Member for Corporate Resources Comments by 09/01/2016 to Contact Officer: Denis Galvin, Head of Financial Performance Email: denis.galvin@centralbedfordshire.gov.uk Tel: 0300 300 6083

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)
23.	December 2015 Quarter 3 Revenue Budget Monitoring -	The report sets out the financial position for 2015/16 as at the end of December 2015. It sets out spend to date against the profiled budget and the forecast financial outturn. It excludes the Housing Revenue Account which is subject to a separate report.	9 February 2016		Open December 2015 Q3 Revenue Budget Monitoring	Executive Member for Corporate Resources Comments by 08/01/2016 to Contact Officer: Denis Galvin, Head of Financial Performance Email: denis.galvin@centralbedfordshire.gov.uk Tel: 0300 300 6083
24.	December 2015 Quarter 3 Capital Budget Monitoring -	The report provides information on the projected capital outturn for 2015/16 as at December 2015. It excludes the Housing Revenue Account which is subject to a separate report.	9 February 2016		Open December 2015 Q3 Capital Budget Monitoring	Executive Member for Corporate Resources Comments by 09/01/2016 to Contact Officer: Denis Galvin, Head of Financial Performance Email: denis.galvin@centralbedfordshire.gov.uk Tel: 0300 300 6083

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)
25.	December 2015 Quarter 3 Housing Revenue Account Budget Monitoring -	The report provides information on the 2015/16 Housing Revenue Account (HRA) projected outturn revenue and capital position as at December 2015.	9 February 2016		Open December 2015 Q3 Housing Revenue Account Budget Monitoring	Executive Member for Corporate Resources Comments by 09/01/2016 to Contact Officer: Denis Galvin, Head of Financial Performance Email: denis.galvin@centralbedfordshire.gov.uk Tel: 0300 300 6083
26.	Schools Trading Booklet 2016/17 -	Proposed Charges for services provided to Schools & Academies for 2016/17.	9 February 2016	Overview and Scrutiny Committees January Overview & Scrutiny (Children's Services, Corporate Resources)	Open Schools Trading Booklet 2016/17	Deputy Executive Member for Education and Skills Comments by 09/01/2016 to Contact Officer: Denis Galvin, Head of Financial Performance Email: denis.galvin@centralbedfordshire.gov.uk Tel: 0300 300 6083
27.	New Lower School Places in Stotfold -	This report will seek Executive's support for commencement of a consultation exercise for the commissioning of new lower school places to serve residential development within the Parish of Fairfield.	9 February 2016		Open New Lower School Places in Stotfold	Executive Member for Education and Skills Comments by 09/01/2016 to Contact Officer: Rob Parsons, Head of School Organisation and Capital Planning Email: rob.parsons@centralbedfordshire.gov.uk Tel: 0300 300 5572

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.	Five Year Plan Performance Monitoring -	To receive the Five Year Plan performance monitoring report.	9 February 2016		Open 5 Year Plan Performance Monitoring	Executive Member for Corporate Resources Comments by 09/01/16 to Contact Officer: Deb Broadbent-Clarke, Director of Improvement and Corporate Services Email: deb.broadbent-clarke@centralbedfordshire.gov.uk Tel: 0300 300 6651
29.	Quarter 3 Performance Report -	To receive the quarter 3 performance monitoring report.	5 April 2016		Open Report	Executive Member for Corporate Resources Comments by 05/03/2015 to Contact Officer: Elaine Malarky, Head of Programmes & Performance Management Email: elaine.malarky@centralbedfordshire.gov.uk 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 2012/13 the Forward Plan will be published on the thirtieth day of each month or, where the thirtieth day is not a working day, the working day immediately proceeding the thirtieth day, or in February 2013 when the plan will be published on the twenty-eighth day:

Date of Publication	Period of Plan
2 April 2015	1 May 2015 – 30 April 2016
22 April 2015	1 June 2015 – 31 May 2016
2 June 2015	1 July 2015 – 30 June 2016
3 July 2015	1 August 2015 – 31 July 2016
31 July 2015	1 September 2015 – 31 August 2016
2 September 2015	1 October 2015 – 30 September 2016
2 October 2015	1 November 2015 – 31 October 2016
30 October 2015	1 December 2015 – 30 November 2016
3 December 2015	1 January 2016 – 31 December 2016
22 December 2015	1 February 2016 – 31 January 2017
1 February 2016	1 March 2016 – 29 February 2017
3 March 2016	1 April 2016 – 31 March 2017

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Central Bedfordshire Council

EXECUTIVE

12 January 2016

Draft Budget 2016/17 and Medium Term Financial Plan

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

Advising Officers: Charles Warboys, Chief Finance Officer
(charles.warboys@centralbedfordshire.gov.uk)

This report relates to a non-Key Decision

Purpose of this report

1. The report proposes the draft Budget for 2016/17 and updates the Medium Term Financial Plan (MTFP) approved by Council in February 2015. The Financial Settlement for local government was released on 17 December 2015. The announcement covers many complex areas of funding and in the short time available before publishing this report, it has not been possible to reflect this.
2. The Financial Settlement was very significantly worse for Central Bedfordshire than had been anticipated both in absolute and comparative terms. Whilst the full details have still to emerge and will require careful analysis, on the face of it the loss of Government funding support is 94% over the life of the Medium Term Financial Plan or £28.1M in cash terms. Moreover, the greatest reductions are in the early years of the Plan.
3. Therefore, it will be necessary to identify proposals for responding to this dramatic reduction in funding support from Government over and above the proposals contained in the draft Budget/updated MTFP, once the full details of the Settlement have been fully assessed.
4. What is clear is that Government has made the assumption in its financial modelling that councils will raise council tax by both the 2% precept earmarked for adult social care and an assumed 1.75% for inflation in each of the next four years.
5. This is in addition to the significant efficiencies contained in the draft Budget/updated MTFP.

RECOMMENDATIONS

The Executive is recommended to:

- 1. approve the draft budget proposals for 2016/17 as the basis for consultation with the Overview and Scrutiny Committees and other interested parties.**

Overview and Scrutiny Comments/Recommendations

6. Overview and Scrutiny Committees will consider the budget proposals in their January 2016 cycle of meetings and comments will be included in the final Budget report to be presented to Council at its February 2016 meeting.

Issues

7. The Medium Term Financial Plan (MTFP) is intended to set out a sustainable and affordable financial plan that addresses the Council's priorities over the next four years. It should provide for realistic levels of spending, not dependent upon the use of one-off reserves. It should provide for a prudent level of reserves for contingencies.
8. The Budget for 2016/17 sets out the Council's finances and identifies the efficiencies required to produce a balanced budget in the light of the ongoing reduction in funding from Government and other pressures. £15.3M of efficiencies are identified for 2016/17. Prior to the announcement of the Local Government Finance Settlement on 17th December, a further £29.5M of efficiencies were identified as being required over the subsequent three years to achieve the proposed MTFP. This position has been adversely affected by the Settlement announcement.
9. The draft Capital Programme is included elsewhere on the Agenda. However, the revenue implications of the draft Capital Programme are reflected in the proposals contained in this report.
10. A separate report in respect of the Housing Revenue Account (Landlord Services Business Plan) is also presented to this Executive.

Reasons for decision

11. To enable consultation on the draft Budget 2016/17 and Medium Term Financial Plan 2016-2020, prior to final recommendations being made by the Executive to Council in February 2016.

Council Priorities

12. The Council approved the Medium Term Financial Plan (MTFP) for 2015/16 to 2018/19 in February 2015. The MTFP has been updated and extended to 2019/20 and an initial draft Budget for 2016/17 prepared, reflecting further changes in funding, including the impact of the Emergency Budget announced in July 2015 and new cost pressures and offsetting efficiencies. It does not yet include the detailed Financial Settlement announced on 17 December 2015 (see paragraphs 1- 5).
13. The Council's priorities are:
 - Enhancing Central Bedfordshire.
 - Great resident services.
 - Improving education and skills.
 - Protecting the vulnerable; improving wellbeing.
 - Creating stronger communities.
 - A more efficient and responsive Council.

These priorities are reflected in the budget proposals included in this report.

Corporate Implications

Legal Implications

14. The Local Government Finance Act 1992 stipulates that the Council must set an amount of council tax payable for the financial year 2016/17 by 11 March 2016. Before calculating the level of council tax payable, the Council must consult representatives of non-domestic ratepayers in its area.
15. The Council's Constitution requires the Executive to publish a timetable for making proposals to the Council in respect of the Budget. The timetable was set out in the Budget Framework report to Executive on the 4th August 2015.
16. There are statutory requirements in relation to consultation with employees and employee representatives. Where there are issues arising from budget proposals which require such consultation, the Council complies with these requirements.

Risk

17. Covered in paragraph 123.

Financial Implications

18. The financial implications of the draft Budget 2016/17 and Medium Term Financial Plan are set out in the report.

Equalities Implications

19. Where appropriate, Equalities Impact Assessments will be carried out for proposals.

Corporate Strategy

20. Over the past six years, the Council has generated savings of more than £90M in order to avoid increases in Council Tax whilst protecting front line services. It has achieved this by adopting a whole Council approach to robust budget management, efficiency and ensuring that the Directorate and Service priorities are clearly identified and resourced.
21. The future priorities and resourcing strategies for each Directorate are outlined below:

Children's Services

22. The Service is committed to achieve better outcomes for all Central Bedfordshire children through ensuring their care and protection and supporting school performance.
23. Demand for children's social care services is increasing and in order to meet this with the financial restrictions the Council faces, the Directorate is:
 - Working with partners to develop multi agency services, including safeguarding arrangements and locality hubs.
 - Focusing on early intervention to avoid children having to enter the care system.
 - Increasing the number of children who are cared for locally and by foster carers engaged by the Council directly rather than via expensive agencies.

Regeneration & Business Support

24. The Service aims to make Central Bedfordshire a place of national and international significance where people choose to live, work and visit, and a location where companies choose to invest.
25. In order to achieve these goals it will:
 - Use its influence to sustain business growth, create jobs and increase asset values.
 - Reinvigorate towns and localities to attract investment and jobs and improve the lives of residents.
 - Focus on prioritised programmes, which will be rigorously managed.
 - Provide a 'one stop' response to businesses.

Social Care, Health & Housing (SCHH)

26. The Directorate approach is to move investment from institutional to personal solutions. Modernisation continues across Adult Social Care and Housing Services, to prevent crisis, keep people safe and offer an improved customer experience, enabling people to live independently for longer.
27. The Directorate is responding to demographic pressures, constrained housing supply, increasing demand (including complexity of need e.g. dementia) and major legislative and other change programmes such as the Better Care Fund (April 2015) and the Care Act 2014 (phase one April 2015) and other welfare reform changes.
28. In addressing these pressures and ambitions, the Directorate will
 - First and foremost – protect vulnerable people, keep them safe and respond to crisis' including homelessness, abuse and neglect.
 - Assist residents (including carers) who require care and support, irrespective of their financial means.
 - Deliver the right accommodation in the right places, to enable people to live independently.
 - Increase its focus on prevention, information and advice (including residents having the opportunity to self serve).

- Continue the journey towards the integration of health and social care, so that residents can access as much of the help and support they may need as possible, closer to where they live, and reducing the need for people to resort to hospitals.

Community Services

29. The Service aims to deliver excellent universal services which are fundamental to the Council's vision of making Central Bedfordshire a great place to live and work.
30. As demand for these services increases and resources remain constrained, Community Services will:
 - Drive efficiencies from procurement and supplier engagement.
 - Invest in services in order to reduce running costs and increase usage and income (e.g. Leisure).
 - Strengthen its commercialisation, particularly promoting the experience and skills of staff.
 - Bringing some services in house to enhance efficiency, such as part of the new Highways service which will lead to further efficiencies in 2016/17.
 - Increase the revenue income we are able to achieve primarily from property and land assets.

Finance

31. The service will continue to provide financial support and budgetary advice to the Council, with increasing focus on financial modelling and planning of the major changes the Council is introducing.

Specifically, the Service will:

- Continue to review financial processes and procedures to ensure that they are fit for purpose and add value to the governance of the Council's financial position.
- Provide financial and commercial advice to Directorates to assist them in delivering their efficiency plans.
- Further develop Risk Based Verification processes and e-claim benefit application forms to improve efficiency and customer experience.

- Continue to manage its Treasury Management Strategy so that the potential benefits of securing shorter term borrowing from other local authorities can be realised, whilst ensuring that exposure to interest rate movements will be closely monitored.

Improvement & Corporate Services

32. Improvement and Corporate Services provide specialist support to the whole of the Council through its range of expertise, insight and technology. The service also directly responds to residents' contacts via phone, web, mail and face to face, with over 1 million customer transactions a year.

In addressing the resource challenges for the coming period, the Service will:

- Look to share legal services with other local authorities, reducing cost.
- Extend the range of services that can be accessed by customers online.
- Ensure that employees of the Council are able to 'work smarter' by working in a flexible, mobile and paperlite way.

Public Health

33. The Public Health service supports residents to make the right lifestyle choices for their health by either directly commissioning services, influencing & advising on commissioning decisions of partners or through directly providing services. It is evidence based in its approach. It understands population needs and closely monitors its health to improve outcomes.

To deliver its goals the Service will:

- Increase cross-directorate working to increase productivity.
- Work closely with the Bedfordshire Clinical Commissioning Group to identify and meet the needs of the population and improve consistency.
- Continue to embed prevention and early intervention.
- Commission and monitor services for effectiveness and efficiency.

Background to the Budget Setting Process

34. In February 2015 the Council approved the 2015/16 Budget and Medium Term Financial Plan to 2018/19.
35. The Budget process for 2016/17 built on that adopted in prior years with a series of “Budget Strategy Reviews” at an early stage. Given the ever increasing pressures on local authority finances, this year a greater emphasis was placed on planning for the whole 4 year period of the MTFP. For this year this was mainly conducted at Assistant Director (AD) level. This process was refined following input from Senior Management across the Council and key stakeholders. ADs were requested to present their budget in detail covering the full four years of the MTFP.
36. As per last year, the Capital Programme was also included in the Budget Strategy Review process, the two (i.e. revenue and capital plans) being run concurrently. There was an increased focus on what drives costs, and the degree to which these can be controlled, together with a rigorous approach to reviewing pressures & efficiencies. Focus was on the major challenges and opportunities facing the Council over the four years to 2019/20.

Budget Context

Political

37. The MTFP has been updated against a background of significant challenges. In July 2015, the Government announced an Emergency Budget which included a number of issues impacting on Council finances.
38. However, it did not provide detail of funding changes at an individual local authority level which was subsequently identified in the Financial Settlement in December 2015. The MTFP does not yet reflect the detailed Financial Settlement announced on the 17 December 2015 (see paragraphs 1- 5), which has led to a significant deterioration in the Council’s financial position.
39. The Emergency Budget did, however, announce £37bn of further spending cuts by 2020, including £12bn of welfare cuts, £5bn from reducing tax avoidance and a £20bn reduction in departmental budgets. Given the protection announced for the NHS, Overseas Aid and parts of Education funding, and setting Defence spend at 2% of Gross Domestic Product this meant further cuts for local authorities than originally planned.

40. The Emergency Budget also advised that a significant number of new responsibilities would transfer from government departments to local authorities. However, detail of what this means in practice is still unclear.
41. The Chancellor also advised that councils will retain 100% of Business Rates receipts and a number of grants related to Business Rates would be phased out. The Business Rate levy on growth would also be abolished. The details of this are not yet clear and changes to the current system are not expected until c2020 and will be subject to consultation. Some redistributive elements of the Business Rates system are likely to remain and this is apparent from the early analysis of the Local Government Finance Settlement.
42. The Chancellor also announced that:
 - Public sector pay will rise by 1% per annum.
 - A National Living Wage will be introduced from April 2016 setting a national minimum of £7.20 per hour for people aged 25 years and over, rising to £9.00 per hour by 2020.
 - Rents in the social housing sector will reduce by 1% a year for four years which has been factored into the updated Housing Revenue Account (HRA) plan but of itself represents a significant change in policy.
 - An in year (2015/16) reduction of 6.2% (£746K for CBC) to the Public Health Grant.
 - Increases in the costs of Insurance Premium Tax.
43. Some of the measures that were announced will impact on residents of CBC. Examples include:
 - 18 to 21year olds will not be entitled to claim housing benefit automatically, with a new "earn to learn" obligation.
 - The annual household benefit cap will be reduced to £23,000 in London and to £20,000 in the rest of Britain.
44. In addition to this, Central Bedfordshire, like all local authorities, is still dealing with the effects of national changes to the welfare system introduced in 2014/15.

Spending Review 2015

45. Spending Review 2015 is central to the Government's commitment to control spending, eliminate the deficit and start to run a surplus by 2019/20. The review set out how the Government will deliver the savings required overall to achieve this.
46. To achieve the surplus in 2019-20, the Government will implement around £37bn of consolidation measures. The Emergency Budget made significant progress towards this aim, setting out £17bn of measures to reduce the deficit, including £12bn by 2019-20 from welfare reform and £5bn by 2019-20 from tackling tax avoidance and tax planning, evasion and non-compliance.
47. In November 2015, the Government announced the impact of the review on local authority spending (for current responsibilities) at a national level. Detail at individual local authority level was issued in late December 2015. The MTFP does not yet include the detailed Financial Settlement announced on the 17 December 2015 (see paragraphs 1-5).
48. An initial analysis of the Spending Review announcement indicates the following key issues for Central Bedfordshire:
 - A reduction in the Local Government Departmental Expenditure Limit (DEL) of 17% 2016/17, 23% 2017/18, 18% 2018/19 and 11% 2019/20. This represents a reduction in the Revenue Support Grant (RSG).
 - RSG will be phased out by 2019/20. We had assumed this would be broadly neutral as over the length of the Parliament, councils as a whole will retain 100% of NNDR income. However, the Local Government Finance Settlement impacts on this assumption.
 - A reduction in the Public Health Grant nationally has been announced as 2.2% 2016/17, 2.5% 2017/18, 2.6% 2018/19 and 2019/20. Again, it is not yet clear exactly how this will impact on CBC, so these figures are indicative only.
 - The introduction of an option to raise a 2% Council Tax Precept to help fund Adult Social Care. This is not one off and would be 2% compounded per year. This is entirely separate from a general increase in council tax, where the referendum cap is still likely to be 2%, subject to confirmation.
 - The Spending Review did not provide any information on whether Council Tax Freeze Grant will continue or not. The MTFP assumes there will be no new grants, and the existing grants are assumed to decline on line with RSG.

- Local authorities to fund administration of Housing Benefit for pensioners, subject to confirmation.
- New Homes Bonus will be reviewed and possibly restricted to 4 years (currently 6 years).
- There will be an opportunity to use capital receipts for some revenue purposes but subject to rules not yet published.
- An apprenticeship levy will be set at 0.5% of an employers' pay bill for companies with payrolls over £3m. This is estimated to cost CBC £450K, commencing in 2017/18.

Cities and Local Government Devolution Bill

49. The Cities and Local Government Devolution Bill is a public bill introduced to Parliament by the Government. The bill takes the form of enabling legislation and requires negotiations between the UK Government and local authorities (or groups of local authorities), over what are known as devolution deals, to bring any transfer of budgets and/or powers into effect. The negotiation of such deals initially took place during 2014-15, and by September 2015 a total of 38 towns, cities, counties and regions had submitted devolution proposals to the Government (including four bids from Scotland and Wales).
50. Central Bedfordshire is currently reviewing its options in the context of this emerging legislation.

Social

51. There are significant social and economic drivers of change within Central Bedfordshire across the medium term and beyond, particularly:
- Central Bedfordshire's population has increased at a faster rate than nationally at 8.9% since the last census and a 12.4% increase is forecast by 2021.
 - Population growth will be highest in the 90 + age group, 74% growth by 2021. Significant growth is also anticipated in the 85+ age group of 53% and 65 + age group of 35%.
 - Continuing increased numbers and complexity of demand for Looked After Children, with additional focus partly as a result of several high profile child protection cases nationally in the last few years.
 - Schools moving to Academy status and out of local authority control.

- The Introduction of phase 1 of the Care Act and Better Care Fund. (See paragraphs 93 to 96).
- Additionally, technological change is having a profound impact on the delivery and public access to services; this is reflected in use of the internet and social media.

Budget Objectives

52. The principal objectives of the 2016/17 Budget have been:
- To produce a sustainable plan which allows Council priorities to be delivered;
 - Realistic spending year on year not dependent on reserves;
 - Reserves maintained at, or above, an agreed minimum prudent level which reflects the risks faced by the Council;
 - Zero Council Tax increases in CBC's share of the charge over the MTFP period;
 - Cuts to front line services to be avoided; and commitment to efficiency as a means of delivering savings.

Economic Outlook

Inflation

53. The November 2015 Quarterly Inflation Report issued by the Bank of England advised that in September, twelve-month CPI inflation stood at -0.1%, slightly over 2 percentage points below the inflation target.
54. Around 80% of the deviation from the target reflects falls in energy, food and other imported goods prices, with the remainder reflecting subdued domestic cost growth. The combined weakness in domestic costs and imported goods prices is evident in subdued measures of core inflation, which are currently around 1%.
55. The Governor of the Bank of England also advised that inflation over the next few months could remain at current levels and that he did not expect inflation to reach the targeted rate of 2% for the next two years. The Bank also cut its prediction for UK economic growth in 2015 to 2.9% although there are indications that this might not be achieved.

Quantitative Easing

56. The Bank of England's Monetary Policy Committee decided to maintain the quantitative easing programme at £375bn at its meeting in November 2015. The objective of this is to boost the economy by increasing the supply of money, and so stimulate growth through investment.

Economic Growth and Unemployment

57. The outlook for global growth has weakened since the August 2015 Inflation Report. Many emerging market economies have slowed markedly and the Monetary Policy Committee has downgraded its assessment of their medium-term growth prospects. While growth in advanced economies has continued and broadened, the Committee nonetheless expects the overall pace of UK-weighted global growth to be more modest than had been expected in August. There remain downside risks to this outlook, including that of a more abrupt slowdown in emerging economies.
58. Domestic momentum remains resilient. Consumer confidence is firm, real income growth this year is expected to be the strongest since the banking crisis, and investment intentions remain robust. As a result, domestic demand growth has been solid despite the fiscal consolidation. Although it has moderated, growth is projected to pick up a little towards the middle of next year, as a tighter labour market and stronger productivity support real incomes and consumption, and as accommodative credit conditions encourage strong investment and a pickup in the housing market. The Committee judges the risks to domestic demand to be broadly balanced.
59. The Office for National Statistics announced in December 2015 that the UK unemployment rate was 5.2%, the lowest it has been for 11 years. The unemployment rate is the proportion of the labour force (those in work plus those unemployed) that were unemployed.
60. The employment rate was 73.9%, the highest since comparable records began in 1971.
61. There were 1.71 million unemployed people (people not in work but seeking and available to work), 110,000 fewer than for May to July 2015 and 244,000 fewer than for a year earlier.

Interest Rate Implications.

62. Interest rates remain very low, with the Bank of England base rate fixed at 0.5% since March 2009. It is not envisaged that this will change in the immediate future with the Bank of England signalling that rates will remain on hold until probably at least the second half of 2016 given the weakness of global growth and a low risk of inflation. However, it is significant that rates have now been increased in the United States.
63. The Council is exposed to risk in terms of interest rate movements on its borrowings and investments. Movements in interest rates have a complex impact on the Council. For example, a rise in interest rates would increase the revenue cost of borrowings at variable rates. The Council has a number of strategies for managing interest rate risk and aims to keep a maximum of 40% of its borrowings in variable rate loans.
64. With short term interest rates being much lower than long term rates, it continues to be more cost effective in the short term to use a combination of internal resources and short term borrowing, rather than undertake further long term borrowing. By doing so, the Council is able to minimise net borrowing costs and reduce overall treasury risk.
65. Revenue implications of the draft Capital Programme have been calculated on the assumption that new borrowing will be taken on a short term basis, taking advantage of current low interest rates. Council borrowing has traditionally been obtained from the Public Works Loan Board (PWLB). However in the current market, public authorities are lending to each other at rates below the PWLB for short term periods and the inclusion of these rates coupled with revised assumptions in respect of future increases in UK base rates has lowered the projected revenue implications of the draft Capital Programme over 2016/17 to 2019/20.
66. The rate of interest used is important in determining the revenue implications of borrowing arising from the draft Capital Programme. Importantly, the assumed borrowing costs over the period of the MTFP are particularly sensitive to any unexpected increases in interest rates. Table 1 below demonstrates the impact on the MTFP of interest rates above those assumed in the Plan.

Table 1 - Additional costs over the Medium Term Financial Plan period of an unexpected increase in the interest rate

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
1% Point Higher	1,411	1,608	1,652	1,663
2% Points Higher	2,821	3,217	3,304	3,327

67. There is a risk that interest rates may be higher than current rates when it comes to refinancing debt taken out on a short term basis. This would lead to higher revenue implications arising from the draft Capital Programme over the longer term within and beyond the current MTFP period. Conversely, higher interest rates would reduce the Council's net pension liability which would be reflected in the triennial assessment of employer's contributions by the Local Government Pension Scheme Fund Actuary.
68. The Council's treasury management adviser, Arlingclose Ltd, forecasts the first rise in official interest rates in September 2016 and a gradual pace of increases thereafter, with the average base rate for 2016/17 being around 0.63% compared to 0.50% in 2015/16.
69. The Council's MTFP assumes variable interest rate forecasts as follows in table 2:

Table 2

	2016/17	2017/18	2018/19	2019/20
Rate %	0.78%	1.28%	1.78%	2.03

70. The Council reviews its Treasury Management Strategy annually and monitors financial markets on an on-going basis. It is possible that, based on market conditions, the Council may choose to borrow at a fixed rate of interest to reduce exposure to variable debt. However, fixed interest rates are higher than variable rates and any decision to fix more debt in the short term would adversely impact revenue implications within the MTFP period.

Budget 2016/17 consultation

71. The Council has a responsibility to consult with residents and businesses on its Budget.

As part of an ongoing programme of market research a resident survey takes place once every two years with a representative sample of 1,200 residents. Recipients of the survey are asked a series of questions relating to:

The Area
The Council
Our Services
Financial Issues

72. The last full survey took place in September 2014 and included a range of questions on the Budget, including perceptions around levels of Council Tax and preferred approaches to generation of savings. Feedback on this research was reported to Members and influenced the development of the current Medium Term Financial Plan.

73. In addition to our biennial market research, each year the Council conducts a more specific consultation on the budget proposals, in advance of decision making in February.
74. This consultation is planned to launch in early January and will comprise online and paper questionnaires, promoted to residents through a mixture of social and conventional media initiatives. Key stakeholder groups will also be targeted for promotion, including Town and Parish Councils, the Council's Equality Forum, Youth Parliament the business community and Older Person's Reference Group.
75. Following the conclusion of the budget process for 2016/17, communication about the final decisions and implications for residents will take place through a range of communications, including a household leaflet that will be delivered with the Council Tax notices in Spring 2016.
76. Depending on the nature of the budget proposals, further and more targeted consultation may be required with groups directly affected by any anticipated changes.

Budget Assumptions

77. The MTFP has been prepared taking account of various scenarios with input from the Local Government Association model and also a model provided by LG Futures. However, the proposed MTFP does not yet reflect the detailed Financial Settlement announced on the 17 December 2015 (see paragraphs 1- 5).
78. The following assumptions have been applied in producing the Medium Term Financial Plan.

2015/16 Forecast Outturn

79. Based on the current forecast, this draft Budget assumes 2015/16 outturn will be on budget.

Funding

80. Revenue Support Grant (RSG)
 - A reduction in RSG of 17% 2016/17, 23% 2017/18, 18% 2018/19 and 11% 2019/20.
 - Last year the assumption was 8% in 2016/17 & 2017/18 and 5% in 2018/19.
 - Whilst there are indications that RSG may be phased out by 2019/20, the assumption built into the Plan is that this would be compensated by local retention of Business Rates.

81. Council Tax Freeze Grant

- The MTFP assumes that no new Council Tax Freeze Grant will be received in 2016/17.
- Previous Council Tax Freeze Grants are included in the Revenue Support Grant baseline (RSG) from 2015/16, as per the Department for Communities & Local Government (DCLG) summer settlement consultation last year.

82. Council Tax

- The Council Tax base for 2016/17 has grown by 2.73% as a result of housing growth within Central Bedfordshire and also a reduction in the number of claimants of Local Council Tax Support (LCTS).
- For future years, we are assuming the tax base will increase by 1.75% per annum as a result of housing growth and also an increase of 0.1% per annum as a result of fewer people claiming LCTS and therefore they are due to pay the full rate of Council Tax. The combined assumption is a continuation of a 1.85% tax base increase per annum.
- Therefore over the MTFP period Council Tax funding is forecast to rise from £129.6M in 2016/17 to £132.6M in 2019/20. This is based on a zero tax increase for Central Bedfordshire Council purposes.
- The MTFP currently assumes a zero increase in the rate of CBC's share of Council Tax over the Medium Term Financial Plan period. The Band D rate currently remains at £1,308.33 throughout the MTFP.

83. Retained Business Rates

- Business Rates growth has been forecast as a result of new businesses being attracted into the Central Bedfordshire area. Additional business rates income of: £0.4M in 2016/17, £6.0M in 2017/18, £1.8M in 2018/19 and £3.8M in 2019/20 has been included in the MTFP.
- The Business Rates figure in 2016/17 is reduced as a result of a Collection Fund deficit (£2.7M), which because it is one off, reverses in 2017/18 increasing that year's business rates. Thereafter the Collection Fund impact is assumed as zero.

- The Council receives a Section 31 Grant each year as compensation for the Government decision to cap NNDR increases at 2% rather than the full RPI increase due, amongst other factors. This mitigates the deficit referred to above.
- It is currently assumed that a similar level of this grant will be received in each of the following financial years, after deducting the compensation provided due to the 2% cap on business rate increases (due to anticipated inflation being below 2%).
- The draft Budget includes the following amounts of s31 Grant: 2016/17 £2.6M, 2017/18 £3.2M, 2018/19 £2.6M and 2019/20 £2.6M.

Business Rates Review

84. The Business Rates Retention scheme was introduced in 2013/14. Current forecasts for this suggest that Central Bedfordshire will exceed the “Baseline Funding Level” set by Government for the year 2015/16 and hence be able to retain a small element of growth. However, given the uncertain nature of this income, including potential appeals and bad debts, only specific known growth of income has been forecast for 2016/17. For the remaining three years an element of growth has been added based on modelling work of future developments.
85. As mentioned previously, the Autumn Statement announced that a review of the structure of business rates will be carried out by the Government, reporting by Budget 2016. The review will be fiscally neutral and consistent with the Government’s agreed financing of local authorities at national level.
86. The timing of the introduction of changes resulting from this review is not known as yet, but is likely to be at the end of this MTFP period, c2020.

2017 Business Rates Revaluation

87. In October 2014 the Government introduced a new Growth and Infrastructure Bill into the House of Commons which included measures to postpone the next business rates revaluation in England from 2015 to 2017.
88. Business Rates will continue to be based on 2008 property values until 2017. This will impact the Medium Term Financial Plan from 2017/18, but the implications are unknown at present.

New Homes Bonus (NHB)

89. There is considerable uncertainty about the future of the NHB scheme.
- For the purpose of planning assumptions, NHB funding recognised in each financial year of the MTFP will remain at the 2014/15 budgeted level.
 - Growth above this baseline will be held in an Earmarked Reserve to be used to fund infrastructure costs incurred as a result of growth or to generate income streams. Access to the reserve will be supported by an approved business case where appropriate.
 - Under current arrangements, income will be received in each financial year of the MTFP period for properties completed two years prior. The MTFP assumes this funding continues for a rolling six year period. If there is no change to the basis of funding; approximately £2.5M of additional income will be received in 2016/17 compared to 2015/16. This would leave the reserve standing at c£4.7M. However, as mentioned previously, the Spending Review announced that New Homes Bonus will be reviewed and possibly restricted to 4 years (currently 6 years).

Expenditure

90. Economic
- For all years of the MTFP inflation is allocated to Directorates on a contract by contract basis.
 - Pay is assumed at 1% annually. The additional impact of the National Living Wage (NLW) for Council employees is £22K in 2016/17, £134K in 2017/18, £271K in 2018/19 and £443K in 2019/20.
 - Other increases in costs due to legislative changes announced as part of the Emergency Budget in July 2015 are estimated at c£1.2M per annum.
91. Financial
- General Fund Reserves remain at the 2015/16 level of £15.2M.
 - A detailed analysis of reserves will accompany the final budget report in February 2016.

92. Contingency

- The contingency within the budget remains at £2.1M. A contingency at this level is considered appropriate taking into account risk, the level of savings proposed and difficulties in achieving targets (some of which involve significant organisational change) – including uncertainties over future funding. Holding a contingency within the approved budget provides in-year flexibility to respond to any unanticipated developments. It must also be assessed alongside the level of General Fund reserves.

Care Act

93. The Care Act 2014 has important financial implications for the Council and Adult Social Care Services in particular. From April 2015 the Council has needed to consider the resource implications required to manage the additional cost of discharging the new duties for assessment and support of carers and the provision of information.
94. In addition, it is a universal requirement for local authorities to offer people the option of deferring payment towards the cost of their care services.
95. Phase 2 of the Care Act was due for implementation in April 2016 but has been postponed by Government until 2020.

Better Care Fund (BCF)

96. The Better Care Fund was announced in June as part of the 2013 Spending Round. It gave an opportunity to transform local services so that people are provided with better integrated care and support. It encompassed a substantial level of funding to help local areas manage pressures and improve long term sustainability. The Fund is an important enabler to take the integration agenda forward at scale and pace, acting as a significant catalyst for change.

Public Health 0 to 5 Children

97. From the 1st October 2015, responsibility for the commissioning of 0 to 5 year old children's public health services transferred from NHS England to Local Government.
98. 0 to 5 children's public health services comprises commissioning the Healthy Child Programme including the health visiting service and Family Nurse Partnership (FNP) targeted services for teenage mothers.

99. This transfer was initially fully funded by an increase to the public health grant and was £1.89m for CBC in 2015/16. The full year cost for 2016/17 is £3.8m. However, The 0 to 5 children’s public health service was included in the grant that was subject to a 6.2% in year reduction (£746K in 2015/16) across all aspects of Public Health. This is not expected to impact the net budget position.
100. Spending plans for 2016/17 to 2019/20 have had to be reduced in order to operate within the limit of the revised Public Health grant (see paragraph 48).
101. The amount of grant assumed for 2016/17 is £12.9M including the full year impact of the 0 to 5 children’s transfer.

Medium Term Financial Plan (MTFP)

102. The key elements of the draft MTFP for 2016/17 to 2019/20 are shown at Appendix B. Table 3 shows a summary of this plan. Note both the table and the appendix predate the Local Government Financial Settlement.

Table 3 Medium Term Financial Plan

Medium Term Financial Plan	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Funding				
Revenue Support Grant	24.6	18.5	14.8	12.7
Retained Business Rates	32.4	38.5	40.3	44.1
Council Tax	130.7	128.7	130.9	133.2
Total Funding	187.7	185.7	186.0	190.1
Revenue Budget				
Opening Base Net Revenue Budget	186.5	187.7	185.8	186.0
Inflation	2.7	2.7	2.7	2.7
Pressures	13.8	9.4	7.4	7.0
Revenue Budget before efficiencies	202.9	199.8	195.9	195.8
Efficiency Savings identified	(15.3)	(7.4)	(6.0)	(5.4)
Efficiency Savings to be allocated	0	(6.7)	(3.8)	(0.2)
Total Revenue Budget after efficiencies	187.7	185.8	186.0	190.2

(Note – Any minor rounding differences are due to linking to detailed spreadsheets. For more detail see appendices).

103. The MTFP above does not reflect the Local Government Settlement issued in December 2015. The numbers reflect the Spending Review announced in November 2015 and so will be subject to change in the Final Budget to be presented at February 2016 Executive.

Funding Sources

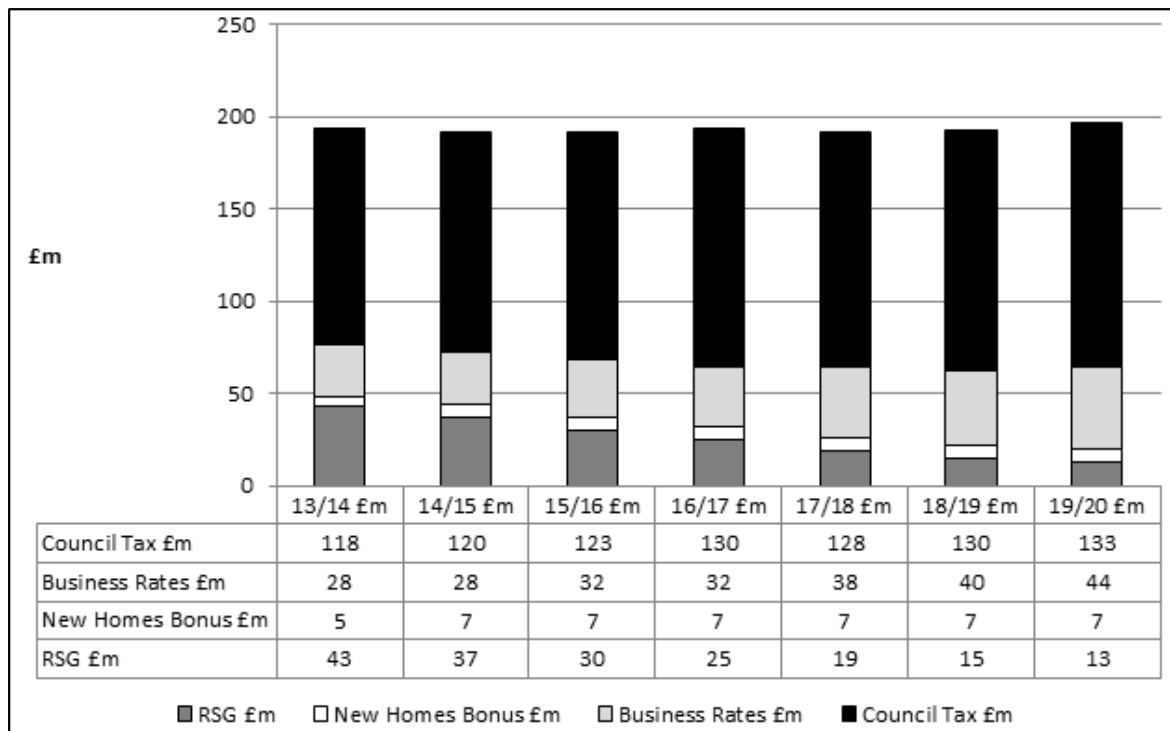
104. The Council’s funding from Government over the MTFP period comprises three elements:

- Revenue Support Grant (RSG)
- Business Rates Retention Scheme and
- Grants, including Ring Fenced Grants & New Homes Bonus

105. Local Government funding sources are forecast to change significantly over the Medium Term Financial Plan period 2016/17 to 2019/20.

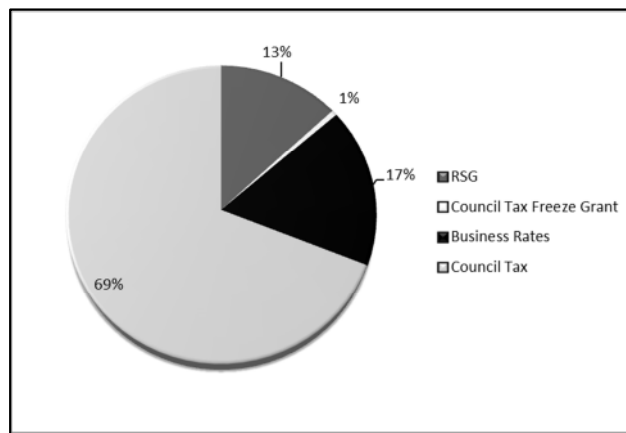
106. Figure 1 below shows how funding sources are forecast to change over the MTFP period, with 2013/14 to 2015/16 as comparators.

Figure 1 – CBC Revenue budget Funding Sources Projection



107. The above graph, which predates the Local Government Financial Settlement shows that over the MTFP period:
- The Council Tax element is approximately 69% of total funding across all years of the MTFP.
 - Business Rates Retention increases from 17% in 2016/17 to 23% in 2019/20.
 - New Homes Bonus is assumed to remain static.
 - Revenue Support Grant decreases significantly from 13% to 7%.
108. The 2016/17 draft net revenue budget funding sources are shown in Figure 2.

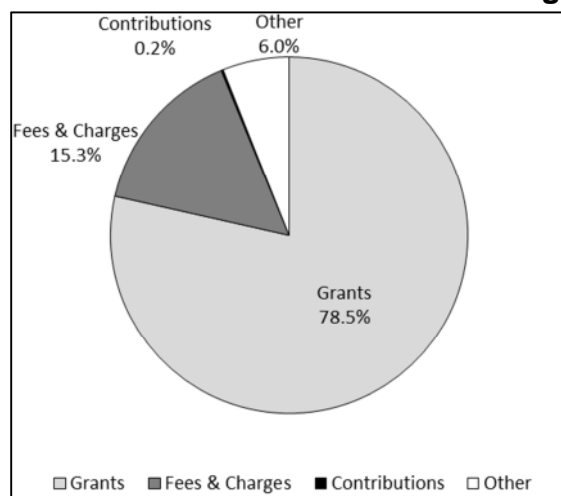
Figure 2 – 2016/17 Draft Net Revenue budget income sources



Gross Budget Income Sources

109. Figure 3 below shows the 2016/17 Gross revenue budget income sources (note this is mainly grant income and does not include RSG, Council Tax etc.).

Figure 3 – Estimated 2016/17 Gross budget income sources



Fees and Charges

110. For the majority of services there will be a 1% increase for 2016. Fees & Charges for 2016 were subject to a separate report which was approved by Council in November 2015.

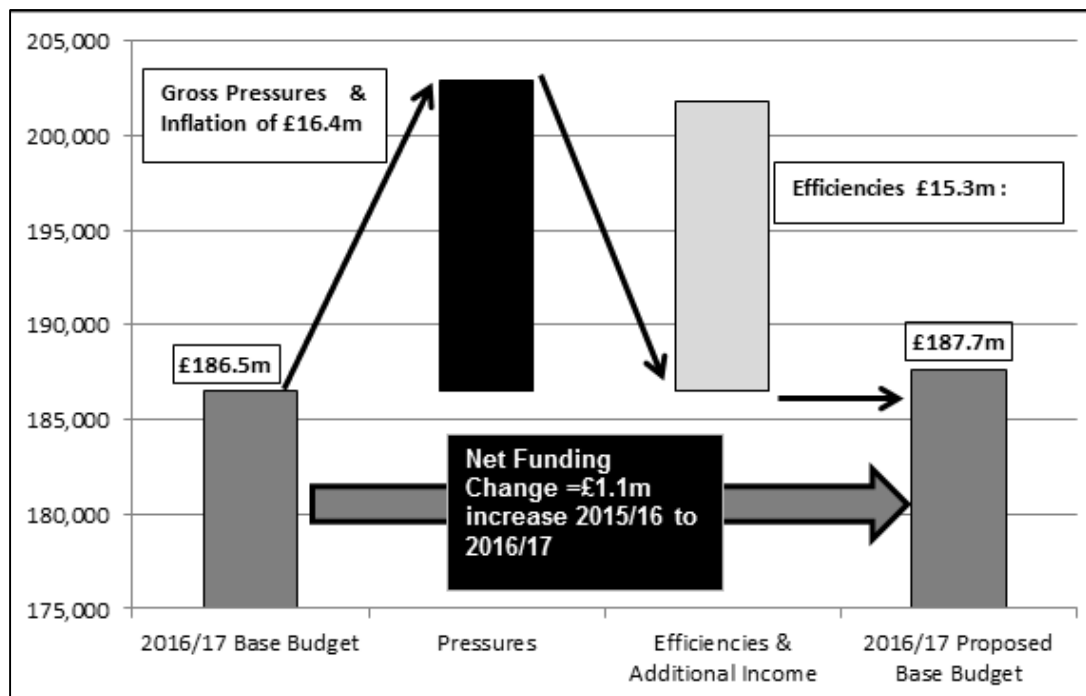
Grants

111. A detailed analysis of grant income will be provided as an appendix to the final budget report due to Council in February 2016.

Expenditure Budget Detail

112. Figure 4 below reflects the change in Council’s cost base (this predates the Local Government Finance Settlement).

Figure 4 Summary of changes to Central Bedfordshire Council’s Net Expenditure Budget 2015/16 to 2016/17



(Note – Any minor rounding differences are due to linking to detailed spreadsheets)

113. The information in figure 4, above, is broken down by Directorate in table 4 below.

Table 4 2016/17 Net Expenditure Budget breakdown by Directorate

Medium Term Financial Plan	Expenditure Budget 2015/16	Inflation	Unavoidable Cost Pressures	Efficiencies	Net Base Expenditure Budget 2016/17
	£m	£m	£m	£m	£m
Social Care, Health & Housing	63.9	0.9	7.2	(6.4)	65.5
Children's Services	44.0	0.4	1.0	(1.9)	43.6
Community Services	41.3	1.0	1.5	(3.9)	39.9
Regeneration and Business Support	4.8	0.1	0.4	(0.3)	4.9
Public Health	0	0.0	1.0	(1.3)	(0.3)
Improvement and Corporate Services	15.9	0.1	0.0	(1.0)	15.0
Corporate Resources	4.7	0.2	0.2	(0.3)	4.8
Capital Financing Costs	13.4	0.0	0.5	0	13.9
Corporate Costs	(1.7)	0.0	2.0	(0.1)	0.2
Total	186.5	2.7	13.8	(15.3)	187.6

(Note: the Public Health net efficiency offsets a reduction in Grant income reflected in the RSG line).

Efficiencies

114. All of the £35.1M of allocated efficiencies during the period of the MTFP have been identified and are shown at Appendices D(i) and D(ii). A summary of these is shown below in Table 5 and Table 6.
115. Certain consistent efficiency themes which impact across Directorates within the Council were used in the budget preparation and Heads of Service reviews. These were:
- A Demand Management
 - B Income Generation
 - C New Delivery Models
 - D Better Targeting of Resources
 - E Procurement/Commissioning
 - F Digitisation and Process Automation
 - G End to end process improvement (including restructuring)
116. The themes encapsulate the Council's approach to delivering efficiencies whilst maintaining the outcomes from services delivered. Table 5 below groups the efficiencies by these themes.

Table 5 Medium Term Financial Plan Efficiencies by Category

Ref	Category	2016/17	2017/18	2018/19	2019/20	Total
		£m	£m	£m	£m	£m
A	Demand Management	(5.0)	(1.4)	(2.0)	(1.9)	(10.3)
B	Income Generation	(3.2)	(1.9)	(1.0)	(0.9)	(6.9)
C	New Delivery Models	(1.6)	(0.7)	(0.5)	(0.6)	(3.4)
D	Better Targeting of Resources	(0.0)	(0.0)	(0.3)	(0.4)	(0.7)
E	Procurement/Commissioning	(2.4)	(1.7)	(1.1)	(1.3)	(6.5)
F	Digitisation and process automation	(0.2)	(0.1)	(0.2)	(0.1)	(0.5)
G	End to end process improvement	(2.9)	(1.5)	(1.0)	(0.3)	(5.7)
Total		(15.3)	(7.4)	(6.0)	(5.4)	(34.1)

117. These are included within the directorate efficiencies as detailed in Appendix D (ii). Note: Table 5 excludes the efficiencies yet to be allocated as identified in Table 3 to deliver a balanced budget.

118. Table 6 below shows the breakdown of allocated efficiencies by directorate.

Table 6 Efficiencies by Directorate 2016/17 to 2019/20

Efficiencies	2016/17	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m	£m
Social Care, Health & Housing	(6.4)	(1.7)	(2.1)	(2.1)	(12.3)
Children's Services	(1.9)	(1.2)	(1.5)	(1.0)	(5.5)
Community Services	(3.9)	(2.1)	(1.0)	(0.8)	(7.8)
Regeneration and Business Support	(0.3)	(0.4)	(0.1)	(0.3)	(1.2)
Public Health	(1.3)	(0.5)	(0.5)	(0.5)	(2.7)
Improvement and Corporate Services	(1.0)	(0.9)	(0.6)	(0.5)	(3.1)
Corporate Resources	(0.3)	(0.4)	(0.1)	(0.1)	(0.9)
Corporate Costs	(0.1)	(0.3)	(0.1)	(0.1)	(0.5)
Total	(15.3)	(7.4)	(6.0)	(5.4)	(34.1)

(Note – Any minor rounding differences are due to linking to detailed spreadsheets. For more detail see the Pressures and Efficiencies appendices).

Pressures

119. A full breakdown of cost pressures is provided at Appendix C with the major items relating to:

- Increased demand for adult disability services £8.1M;
- Increased demand for care services from an ageing population £7.6M;
- Financing costs of the Capital Programme £5.7M;
- Impact of legislative changes £4.6M;
- Impact of National Insurance Changes £1.2M.

Table 7 Pressures by Directorate 2016/17 to 2019/20

Pressures	2016/17	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m	£m
Social Care, Health & Housing	7.2	5.0	4.9	4.7	21.7
Children's Services	1.0	0.2	0.1	(0.1)	1.3
Community Services	1.5	1.1	(0.1)	0.3	2.7
Regeneration and Business Support	0.4	0.1	0.0	0.0	0.5
Public Health	1.0	0.2	0.1	0.1	1.5
Improvement and Corporate Services	0.0	0.1	0.1	0.0	0.2
Corporate Resources	0.2	0.1	0.1	0.1	0.5
Corporate Costs	2.5	2.6	2.1	1.9	9.2
Total	13.8	9.4	7.4	7.0	37.5

(Note – Any minor rounding differences are due to linking to detailed spreadsheets. For more detail see the Pressures and Efficiencies appendices).

Reserves

120. One of the key budget objectives is to maintain General Fund reserves to at least a risk assessed prudent minimum level. The anticipated outturn for 2015/16 indicates a General Fund reserve position of £15.2M and so the previously identified **minimum** prudent level of £11.2M has been achieved. Reserve levels need to take account of the continued reductions in funding levels and significant future pressures across all forms of social care services in particular.
121. The reserves policy has been updated to ensure it accounts for these risk factors and will be presented with the final Budget report. The draft budget also includes a contingency element of £2.1M.
122. The assessment of the appropriate level of reserves is continually kept under review.

Risk Management

123. All budget proposals incorporate a degree of risk. Whilst the Council has a good track record of delivering the required budget savings to date, the following are highlighted as key risks within the proposals:
- Demand: The wider impact of the current economic climate on local residents is placing further demands on the Council's services, at a time when the Council needs to reduce spending due to constraints on public expenditure.
 - Reputation: If stakeholder engagement is not managed effectively, the need for the Council to take difficult decisions in response to the contraction of public expenditure will not be understood.
 - Delivery: The delivery of the agreed savings proposals, including those which cut across more than one directorate will need to be effectively managed to ensure they are realised in practice. Some may require major organisational change programmes.
 - Increases in the number of children and older people in care.
 - Ability to achieve £15.3M savings in 2016/17 and £44.8M (including unallocated) in total over plan period.
 - Ability to collect the budgeted levels of Council Tax and Business Rates.
 - Impact of Universal Credit.
 - Inflationary pressures greater than assumed.
 - Changes to interest rates.
 - Financial stability of the Health system.
 - Risk of school deficits and redundancy costs falling to the Council.
 - Uncertainty around the continuation of New Homes Bonus.
 - Government announced changes to the National Living Wage commencing from April 2016. This will have significant implications for local authority costs and in particular, the care market. The impact is not yet fully assessed, but the Council has included estimated cost pressures in all years of the MTFP.

2016/17 Capital Programme

124. The Capital Programme is not included within this budget report as it is subject to a separate report to Executive on this Agenda. However by way of context, the key figures within the Capital Programme Report 2016/17 are reflected below.

Table 8 2016/17 Capital Programme Budget (Excluding HRA)

Gross Expenditure	External Funding	Net Expenditure
£m	£m	£m
94.758	(45.801)	48.957

Table 9 2016/17 Capital Programme Funding (Excluding HRA)

Funding Source	2016/17
	£m
Gross Expenditure Budget	94.758
External Funding	(45.801)
Net Expenditure Budget	48.957
Funded by :	
Capital Receipts	(10.500)
Borrowing	(38.457)
Total Funding	(48.957)

Table 10 2016/17 Capital Programme Revenue Implications (Excluding HRA)

Minimum Revenue Provision	Interest	Total Revenue Implications
£m	£m	£m
8.000	5.938	13.938

125. Table 11 below shows the change in Capital Programme Revenue implications.

Table 11 Capital Programme Revenue Implications (Excluding HRA)

	Opening position £M	Movements			Closing Position £m
		Interest Charges £m	MRP £m	Total change £m	
2016/17	15.51	(1.13)	(0.44)	(1.57)	13.94
2017/18	13.94	0.97	1.37	2.34	16.29
2018/19	16.29	0.93	0.73	1.66	17.94
2019/20	17.94	0.48	0.75	1.23	19.17

Note: the opening position is as per the 2015/16 MTFP.

126. Minimum Revenue Provision (MRP) is the minimum amount which must be charged to the revenue account each year and set aside as provision for repaying the principal element of external loans and meeting other credit liabilities. Interest is the estimated cost of borrowing to fund the Capital Programme.

Timetable Milestones

127. The key milestones in the timetable for Council to agree its budget in February 2016 are set out in Table 12 below:

Table 12 Timetable Milestones

Date	Body	Outcome
Early January 2016	Public	Budget papers made available to Public and Public Consultation commences
12 January 2016	Executive	Considers Draft Budget
14 January 2016	Sustainable Communities Overview & Scrutiny	Consideration of efficiencies and savings and draft budget proposals
25 January 2016	Social Care, Health & Housing Overview & Scrutiny	
28 January 2016	Children's Services Overview & Scrutiny	
2 February 2016	Corporate Resources Overview & Scrutiny	
9 February 2016	Executive	Recommends Final Budget
25 February 2016	Council	Approves Budget

29 February 2016	Council	Reserve Council Meeting in case of delay in receiving notification of other precepts.
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Next Steps

128. A period of public consultation will commence from January 2016.
129. Overview and Scrutiny Committees will consider the budget proposals in their January 2016 cycle of meetings and comments will be included in the final Budget report to be presented to Council at its February 2016 meeting.

Appendices

- Appendix A - Budget Consultation (not required with the draft budget, but will accompany the final Budget Report in February).
- Appendix B - MTFP Four year Summary
- Appendix C(i) Pressures Summary
- Appendix C(ii) Pressures by Directorate
- Appendix D (i) Efficiencies Summary
- Appendix D (ii) Efficiencies by Directorate
- Appendix D (iii) Efficiencies by Category
- Appendix E 2016/17 Budget Diagram

Background Papers

None

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Appendix B Medium Term Financial Plan 2016/17 to 2019/20

Medium Term Financial Plan	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000
Funding				
Revenue Support Grant (RSG)	24,589	18,544	14,768	12,721
Council Tax Freeze Grant	1,113	857	703	625
Retained Business Rates	32,418	38,457	40,286	44,143
Council Tax	129,616	127,846	130,211	132,620
Total Funding	187,737	185,704	185,968	190,110
Growth (%)		-1.09%	0.14%	2.18%
Planned Revenue Budget				
Base Revenue Budget Expenditure	375,880	377,037	375,074	375,339
Net Inflation	2,660	2,714	2,714	2,714
Pressures	13,753	9,393	7,365	7,003
Base Income	(189,371)	(189,371)	(189,371)	(189,371)
Total Planned Spending before savings	202,923	199,772	195,781	195,684
Growth before Savings (%)		-1.58%	-2.04%	-0.05%
Efficiency Savings	(15,257)	(7,400)	(6,034)	(5,366)
Efficiency Savings yet to be allocated	-	(6,669)	(3,780)	(209)
Total Planned spending after savings	187,666	185,703	185,967	190,109
Growth after Savings (%)		-1.06%	0.14%	2.18%

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Appendix C(i) - Pressures Summary

	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	Total £'000s
Social Care Health & Housing	7,158	5,010	4,874	4,666	21,708
Children's Services	1,025	193	138	(50)	1,306
Community Services	1,487	1,064	(142)	283	2,692
Regeneration and Business Support	360	120	-	-	480
Public Health	988	199	148	143	1,478
Improvement and Corporate Services	-	58	137	-	195
Corporate Resources	195	100	100	100	495
Sub-total	11,213	6,744	5,255	5,142	28,354
Corporate Costs	2,540	2,648	2,110	1,861	9,160
Total	13,753	9,393	7,365	7,003	37,514

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Appendix C (ii) - Pressures Detailed List

Directorate	Reference	Details of pressure	Implications/ Impact	2016/17	2017/18	2018/19	2019/20	Total	Comments
				£'000s	£'000s	£'000s	£'000s	£'000s	
Children's Services	CSP1502	Increasing use of family based care through Special Guardianship Orders	Increase likely to continue to put pressure on this area of the budget	179	75	(33)	(50)	171	Expected No. of Special Guardianship Orders March 2015, 120, average cost £720 per month, increase of 24 per year anticipated phased (50% increase held on risk 2015/16).
Children's Services	CSP1503	Increasing payments of Adoption Allowances due to increase in Adoption	Increase likely to continue put pressure on this area of the budget	155	94	94		343	Expected No. of Adoption Allowances March 2015, 35, average cost per £650 month, increase of 12 per year anticipated phased (50% increase held on risk 2015/16).
Children's Services	CSP1504	Foster Care Allowance - Existing Pressure 2014/15 reduced to align with number of expected In-house Foster Carers and extended 2016/17 to 2018/19	This realignment will support the recruitment of more in house foster carers and reduce reliance on more expensive external foster carers.	56	63	70		189	Review annual increase of Foster Care Allowances. This is an allowance to pay for the needs of the child. It is separate from the foster fee.
Children's Services	CSP1506	Partnerships - grant funding that is being used to support a staff post will end resulting in staff cost pressures	Funding needs to be maintained to retain service delivery		8	54		62	This team externally funded and the pressure emerges 2018/19.
Children's Services	CSP1601	Special Educational Needs and Disabilities (SEND) Grant		30				30	Special Educational Needs and Disabilities (SEND) Grant. There is a big increase in demand of children's assessments.
Children's Services	CSP1602	Early Help		116				116	Pressure funded from reserves 2014/15 and 2015/16 relating to efficiencies Biggleswade
Children's Services	CSP1603	Assessed and Supported Year in Employment (AYSE) Mitigation		189				189	2016/17, 3 x Agency Social Workers to mitigate use of Assessed and Supported Year in Employment (AYSE), 2017/18 reduce to 1, 2018/19 No AYSE mitigation
Children's Services	CSP1604	Agency		114	(47)	(47)		20	Based on 15 Social Workers full year, 14 recruited to by July
Children's Services	CSP1607	Residential Orders / Child Arrangement Orders		64				64	Residential / Child Arrangements Orders increased numbers
Children's Services	CSP1608	Leaving Care Accommodation		107				107	Increased Looked After Children in Leaving Care Accommodation

Directorate	Reference	Details of pressure	Implications/ Impact	2016/17	2017/18	2018/19	2019/20	Total	Comments
				£'000s	£'000s	£'000s	£'000s	£'000s	
Children's Services	CSP1609	Unachievable 2015/16 Efficiency		15				15	Relates to decision that Transport would not remain in Children's - merging of posts therefore not achievable
Total Children's Services				1,025	193	138	(50)	1,306	
Corporate Resources	CRP - 1617-01	Revenues & Benefits	Reduction in Housing Benefit Admin grant.	100	100	100	100	400	This grant has been reduced each year. Figures are estimates as precise details have not yet been announced.
Corporate Resources	CRP - 1617-02	Financial Control	Increased charges for customer use of Debit Cards when making payments.	45				45	Major Debit Card companies have already increased the charges in 2015/16. This is the full year effect of the increases.
Corporate Resources	CRP - 1617-03	Insurance Management	Insurance administration recharge (income).	18				18	Reduced income as fewer Academies are opting to use the Council's framework insurance arrangements. Central government having introduced an alternative option.
Corporate Resources	CRP - 1617-04	Insurance Services	Insurance premiums, fees and net Insurance Premium Tax.	32				32	National increase in Insurance Premium Tax announced by the Chancellor.
Total Corporate Resources				195	100	100	100	495	
Corporate Costs	CCP- 1617-01	Corporate Costs	Capital Financing - Minimum Revenue Provision	566	1,370	730	750	3,416	Figures reflect the proposed Capital Programme.
Corporate Costs	CCP- 1617-02	Corporate Costs	Capital Financing - Interest Payable	(49)	974	925	478	2,328	Figures reflect the proposed Capital Programme.
Corporate Costs	CCP- 1617-03	Corporate Costs	Withdrawal of Pension Contracted Out Employer's National Insurance Rebate (3.4%)	1,200				1,200	National policy change. This cost will eventually be allocated across all Directorates.
Corporate Costs	CCP- 1617-04	Employer's Pension Contribution	Past Service Pension Costs.	(28)	178	184	190	524	Employer's Pension Contribution - Linked to CCP-1415-01
Corporate Costs	CCP- 1617-05	Finance Cost Adjustment	Finance cost adjustment. Requirement in 2017/18 increases from £116k to £158k		42			42	Adjustment to early redemption premia relating to past Council borrowings.
Corporate Costs	CCP- 1617-06	Cross Cutting Efficiencies	Customer First phase 2 efficiency unachievable	329				329	Cross Cutting Efficiencies now reflected within Directorates where achievable.
Corporate Costs	CCP- 1617-07	National Living Wage	Internal Staffing Impact	22	134	271	443	871	National policy change. This cost will eventually be allocated across all appropriate Directorates.
Corporate Costs	CCP- 1617-08	Digitisation		500	(500)			0	

Directorate	Reference	Details of pressure	Implications/ Impact	2016/17	2017/18	2018/19	2019/20	Total	Comments
				£'000s	£'000s	£'000s	£'000s	£'000s	
Corporate Costs	CCP- 1617-09	Apprenticeships Levy			450			450	
Total Corporate Costs				2,540	2,648	2,110	1,861	9,160	
ICS	ICSP-1516-05	Legal & Democratic - Democratic	Reduction in Local Land Charges income budget to move to a break even position		58	137		195	
Total Improvement & Corporate Services				0	58	137	0	195	
Public Health	PH1	Public Health England Grant Reduction		749				749	Public Health England confirmed that the 2015-16 Grant will be cut in year.
Public Health	PH2	Movement in Public Health Reserve		239	199	148	143	729	Assumes Public Health Grant Ringfence continues.
Total Public Health				988	199	148	143	1,478	
Community Services	SC1	Landfill tax uplift		15	19	23	24	81	A small amount of residual waste will continue to be sent to landfill, however this pressure has reduced due to new residual waste treatment and disposal contracts.
Community Services	SC2	Transport		161	137	140	140	578	Pressure included to reflect demographic growth as demonstrated through the School Organisation Plan. Pressure calculated based on current % of pupils who are entitled to free transport being projected forwards with demographic growth and based on known average cost per child for mainstream routes.
Community Services	SC3	Highways contract retendering resource.		(50)				(50)	Reversal of previous pressure as contract now let: Specialist advice and capacity required to procure a new highways maintenance contract for 1 April 2016.
Community Services	SC4	Increase in waste collection costs as a result of increase in housing growth.		15	15	15	15	60	Housing growth impacts on waste management costs - the pressure reflects the expected number of new homes.
Community Services	SC5	Residual treatment of waste		146	112			258	Additional costs of new treatment contracts
Community Services	SC6	Additional cost of bulking and haulage in the south		280	280			560	Waste from south central Bedfordshire will need to be bulked
Community Services	SC7	Increase in waste disposal costs due to housing growth		110	116	105	100	431	Figures based on housing completion numbers

Directorate	Reference	Details of pressure	Implications/ Impact	2016/17	2017/18	2018/19	2019/20	Total	Comments
				£'000s	£'000s	£'000s	£'000s	£'000s	
Community Services	SC8	Gypsy and traveller resource		0	50			50	To cover cost of Gypsy & Traveller liaison officer - currently funded from reserves
Community Services	SC9	Assets	Private Finance Initiative (PFI)	38	38	38	38	152	Inflationary increase on contracted payments for Schools PFI contract
Community Services	SC10	Mailroom budget pressure	Postage volumes and the cost of postage have increased beyond the budget provision.	100	(33)	(33)	(34)	0	Mitigating action required across the Council to reduce pressure to zero over period of plan
Community Services	SC11	Reduced Housing Revenue Account (HRA) recovery (£140k vs £174k budget)		34				34	Impact of formula revision
Community Services	SC12	Contract inflation		86				86	Amount over and above that built into Medium Term Financial Plan (MTFP) based on actual waste contract costs
Community Services	SC13	Domestic Abuse Perpetrator Programme		40				40	Currently a pilot scheme - becomes mainstream work following success - external funding will be sought if available
Community Services	SC14	Domestic Abuse Children's Refuge Worker		30				30	Currently a pilot scheme - becomes mainstream work following success. External funding will be sought if available
Community Services	SC15	Overtime budget for Parking Enforcement Team	Nature of shift work requires enhanced payments that are not included in salary budgets	22				22	Allows evening working
Community Services	SC16	Additional enforcement due to Automatic Number Plate Recognition (ANPR) cars being removed		15				15	Minimal staff costs to help alleviate changes in working patterns following removal of ANPR car provision
Community Services	SC17	Change to new highways contract format		100	(100)			0	Impact of different revenue / capital cost split in new contract - will be reversed as we reorganise
Community Services	SC18	Technical costs of Dunstable Leisure Centre			430	(430)		0	Anticipated revenue cost of closing Dunstable Leisure Centre for rebuild
Community Services	SC19	Transport Strategy Team provision of a new Majors Team	More opportunity to be focussed on bid funding. Needed to support infrastructure that in turn supports growth	145				145	Create a new Major Projects team - cost recovered by staff savings and capitalisation
Community Services	SC20	Highways Development Management Team proposed changes.	New roles to deliver Section 38 / Section 278 income	150				150	Currently being delivered on a temporary basis by agency, cost is recovered through additional income from S38
Community Services	SC21	Reduced recycle income	result of new Code of Practice sampling regime requirements	50				50	Impact of new Government requirements

Directorate	Reference	Details of pressure	Implications/ Impact	2016/17	2017/18	2018/19	2019/20	Total	Comments
				£'000s	£'000s	£'000s	£'000s	£'000s	
Total Community Services				1,487	1,064	(142)	283	2,692	
Regeneration	RG450	Sustainable drainage systems (SuDS) change in legislation resulting in Regulation setting out charges not brought forward			120			120	
Regeneration	RG451	Enabling Team		360	0			360	
Total Regeneration & Business Support				360	120	0	0	480	
SCHH	ASC1	Increased demand on care packages for Older People		1,883	1,910	1,910	1,910	7,613	
SCHH	ASC2	Increased demand on care packages for Adults with a Learning Disability		2,220	2,051	1,930	1,890	8,091	
SCHH	ASC3	Local Welfare Provision		250				250	
SCHH	ASC4	Deprivation of Liberty Safeguarding (DoLS)		829				829	
SCHH	ASC5	Emergency Duty Team		30				30	
SCHH	ASC6	Reduction in income at the Houghton Regis Day Centre		125				125	
SCHH	ASC7	Increased cost of service delivery due to legislative changes		1,121	1,094	1,234	1,171	4,620	
SCHH	ASC8	Increased demand due to Homelessness		605	(100)	(200)	(305)	0	
SCHH	ASC9	Increase resources for the Let's Rent scheme		95	55			150	
Total Social Care, Health & Housing				7,158	5,010	4,874	4,666	21,708	
Total				13,753	9,393	7,365	7,003	37,514	

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Appendix D(i) - Efficiencies Summary

	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	Total £'000s
Social Care Health & Housing	(6,449)	(1,658)	(2,128)	(2,058)	(12,293)
Children's Services	(1,853)	(1,158)	(1,476)	(964)	(5,451)
Community Services	(3,932)	(2,122)	(987)	(807)	(7,848)
Regeneration and Business Support	(302)	(385)	(125)	(340)	(1,152)
Public Health	(1,279)	(522)	(475)	(462)	(2,738)
Improvement and Corporate Services	(1,035)	(926)	(640)	(524)	(3,125)
Corporate Resources	(306)	(357)	(132)	(140)	(935)
Sub-total	(15,156)	(7,127)	(5,963)	(5,295)	(33,541)
Corporate Costs	(101)	(272)	(71)	(71)	(517)
Total	(15,257)	(7,400)	(6,034)	(5,366)	(34,058)

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Appendix D (ii) - Efficiencies Detailed List

Directorate	Category	Reference	Details of efficiency	Implications/ Impact	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	Total £'000s	Comments
Children's Services	E	CSE08	Corporate Partnerships and Community Engagement	This is a planned realignment in partnership funding through external grants.	(18)				(18)	These savings can be achieved through further efficiencies in the team's contracts and operational costs.
Children's Services	A	CSE1509	Looked After Children Residential Placements - Existing Efficiency 2014/15 reviewed and rephased	Fewer children in external placements	(195)	(156)			(351)	This efficiency is particularly focused on the nature and type of placement for children looked after. It is dependant upon CBC recruiting more foster carers in order that fewer residential placements will be required.
Children's Services	A	CSE1511	Foster Fee Scheme efficiency for 2014/15 reviewed in line with latest target for in-house carers / Independent Fostering Agencies (IFA's)	More in-house foster carers recruited and a reduction to use of Independent Fostering Agencies (IFA's)	(718)	(196)	(199)		(1,113)	This saving is dependant on successfully recruiting and retaining more in-house foster carers in order that fewer Independent Fostering Agency placements will be required.
Children's Services	B		Education Services	Music Service	(30)	(18)			(48)	Reduction to Council contribution to Music Services. Costs will be covered by increasing music lesson fees by 1%
Children's Services	B	CSE1602	Education Services	Income Generation	(29)	(39)			(68)	There is a demand from schools to buy in more psychology services.
Children's Services	G	CSE1603	Education Services	Staffing Review			(54)	(52)	(106)	We shall reduce staffing across Education Services to make this efficiency
Children's Services	C	CSE1604	Youth Support Services: Review commissions and the way we work to support young people	We will work with other organisations and local communities to deliver more for less, bid for European Social Funding money and access other funding sources not available to councils.	(25)	0	0	0	(25)	Youth Services will be delivered in a different way.
Children's Services	G	CSE1605	Academy of Social Work and Early Intervention: review staffing and reduce costs	Review Terms and Conditions of staff to reflect working arrangements(16/17); Reduce venue costs and the staffing delivering the Assessed and Supported Year in Employment programme (18/19), reduce staffing (19/20).	(25)	0	(93)	(42)	(160)	As the social worker workforce stabilises it is likely that the recruitment of two cohorts of newly qualified social workers each year will no longer be needed. Service to be reshaped to reflect this.
Children's Services	G	CSE1607	Children's Commissioning: review arrangements to ensure the service continues to deliver improved efficiency and outcomes	Identify opportunities for joint commissioning , review staffing and increase income generation	(56)	(45)			(101)	The reduction in staff over the next 2 years reflects the changing demand for commissioning activity across the directorate.
Children's Services	B	CSE1608	Generating additional income through the Academy of Social Work and Early Intervention	Compensatory savings will have to be delivered if income target not achieved. This will require a reduction in staff and aspects of the Academy will no longer be viable.	(100)	(50)	(65)		(215)	If the Academy is no longer viable the Council could be at risk of not meeting its legal duty to ensure sufficient child care for parents. This could be mitigated by the local market developing to fill the gap in provision. We also rely on the Academy to support our social worker recruitment and retention strategy.
Children's Services	G	CSE1609	Reduction to funding for the Voluntary and Community Services Infrastructure Organisations.	Reduction in funding to Infrastructure organisations that provide information, advice and training support to voluntary and community organisations.	(24)	(23)	(22)	(21)	(90)	We will work with the sector to explore new ways of working and support voluntary and community organisations to access alternative sources of funding.
Children's Services	G	CSE1610	Operations	Early Help	(77)				(77)	Reduction to staff - 2 posts currently vacant
Children's Services	B	CSE1611	Operations	Early Help	(16)				(16)	Payment By Results - Troubled Families
Children's Services	E	CSE1612	Operations	Early Help & Family Support	(518)				(518)	Contracts to be reviewed include direct work with , Looked After Children and vulnerable families who could receive less support.

Directorate	Category	Reference	Details of efficiency	Implications/ Impact	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	Total £'000s	Comments
Children's Services	E	CSE1614	Operations	Children with Disabilities	(158)				(158)	Reduce payments to voluntary organisations and encourage them to deliver support for CWD and their families in a different way.
Children's Services	A	CSE1617	Operations	Supervised Contact	(8)				(8)	Reduce contracted supervised contact hours for families.
Children's Services	E	CSE1618	Operations	Transition of Early Help & Family Support	300	(200)	(100)		0	Review Children Society Contract. This could reduce the amount of direct support to children who are vulnerable from outside Social work team support.
Children's Services	D	CSE1619	Operations	Childminding	(12)				(12)	Reduced contribution to childminding costs
Children's Services	D	CSE1620	Operations	Fostering	(24)	(24)			(48)	Revise Framework Agreement to introduce efficiencies
Children's Services	G	CSE1624	Operations	Assessed and Supported Year in Employment (AYSE) Mitigation		(126)	(63)		(189)	Reduce AYSE Mitigation to 1 Agency SW as we will need fewer AYSE's on reduced caseloads.
Children's Services	A	CSE1627	Operations	Quality Assurance	(60)				(60)	Reduce 1 FTE IRO - based on reduced LAC Numbers. This efficiency depends on reduced LAC numbers.
Children's Services	A	CSE1629	Transformation			(281)	(880)	(849)	(2,010)	Deliver Children's Services Transformation strategy to ensure we continue to reduce family breakdown and child abuse,
Children's Services	G	CSE1628	Programme Management		(60)				(60)	Staff Reduction 1 FTE
Total Children's Services					(1,853)	(1,158)	(1,476)	(964)	(5,451)	
Corporate Resources	G	CRE - 1617-01	Financial Performance & Support	Staff Savings through streamlining processes, and overhead reduction.	(59)	(20)			(79)	
Corporate Resources	G	CRE - 1617-02	Financial Control	Achieving efficiencies in end to end processes	(78)	9	8		(61)	
Corporate Resources	B	CRE - 1617-03	Revenues & Benefits	Increase in recovery of overpaid Housing Benefit	(50)	(95)	(70)	(90)	(305)	Additional Real Time Information now being received from DWP enables more overpayments to be identified.
Corporate Resources	F	CRE - 1617-04	Revenues & Benefits	Risk Based Verification processing efficiency	(45)	(45)			(90)	Staffing reductions through more efficient processes.
Corporate Resources	F	CRE - 1617-05	Revenues & Benefits	Civica Revenues Module Savings	(30)				(30)	Staffing reductions through more efficient processes.
Corporate Resources	B	CRE - 1617-06	Chief Finance Officer	Increased Housing Revenue Account (HRA) contribution	(47)				(47)	Recharge to HRA reflecting additional resources allocated.

Directorate	Category	Reference	Details of efficiency	Implications/ Impact	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	Total £'000s	Comments
Corporate Resources	G	CRE - 1617-07	Insurance Management	Process Improvement	(6)	(18)			(24)	More efficient arrangements for management of Insurance.
Corporate Resources	A	CRE - 1617-08	Audit Fees	Reduced fees	(41)				(41)	External Audit fees expected to be reduced.
Corporate Resources	A	CRE - 1617-09	Audit	Misc. overhead cost reductions		(8)			(8)	Reduction in Internal Audit overheads.
Corporate Resources	B	CRE - 1617-10	Revenues & Benefits	Corporate Fraud Team external income generation		(30)			(30)	Proposal to provide chargeable services to, for example, Housing Associations.
Corporate Resources	G	CRE - 1617-11	Revenues & Benefits	Administration of Local Council Tax Support scheme	50	(150)	-		(100)	Savings related to streamlining the administration of the Local Council Tax Support scheme.
Corporate Resources	B	CRE - 1617-12	Audit	Internal Audit Income Generation			(40)	(20)	(60)	Proposal to provide chargeable services to, for example, schools and other bodies.
Corporate Resources	B	CRE - 1617-13	Revenues & Benefits	Revenues and Benefits external income generation			(30)	(30)	(60)	Proposal to provide chargeable services to other local authorities.
Total Corporate Resources					(306)	(357)	(132)	(140)	(935)	
Corporate Costs	B	CCE- 1617-02	Corporate Housing Revenue Accounts (HRA) Recharges	Increased HRA recharges	(30)				(30)	Recharge to HRA reflecting additional resources allocated.
Corporate Costs	A	CCE- 1617-03	Premature Retirement	Pension costs (teachers and non teachers) early retirement- assumed 2.5% reduction p.a.	(71)	(71)	(71)	(71)	(286)	Reduction in costs relating to historic early retirements.
Corporate Costs	A	CCE- 1617-04	Contingency & Reserves	Reduction in budget to support income analysis and capital programme control		(201)			(201)	Release of reserve set aside in 2016/17 to fund support of service transformation. (Base budget reduction.)
Total Corporate Costs					(101)	(272)	(71)	(71)	(517)	
ICS	G	ICSE - 1617-01	L&D	Savings due to Registration Service's move from Pilgrim House to Ampthill Court House	(30)				(30)	L&D
ICS	B	ICSE - 1617-02	Cust Serv	Delay in Customer Services Staff multitasking to carry out JCP work.		(50)			(50)	Cust Serv
ICS	G	ICSE - 1617-03	Dir ICS	Merge common functions	(100)	(100)	(100)		(300)	
ICS	E	ICSE - 1617-04	IT	Reprofile Mobile and Fixed Line Savings - EFF-RES-ICT-06, 07	40				40	IT
ICS	G	ICSE - 1617-05	IT	Review of Management and IT structures	(151)				(151)	IT
ICS	G	ICSE - 1617-06	IT	Minimal Consultancy Prof Serv BAU	(50)				(50)	IT

Directorate	Category	Reference	Details of efficiency	Implications/ Impact	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	Total £'000s	Comments
ICS	E	ICSE - 1617-07	Procurement	General Procurement Savings ICS	(50)	(50)	(50)		(150)	Procurement
ICS	B	ICSE - 1617-08	HRA recharges	Increased recharges to the HRA to reflect ICS support levels	(200)				(200)	
ICS	G	ICSE - 1617-09	IT	Further review of IT staff structure	(149)				(149)	
ICS	C	ICSE - 1617-10	Legal Services	New service provision	(225)				(225)	
ICS	E	ICSE - 1617-11	Democratic Services	Various efficiencies	(33)		(40)	(40)	(113)	
ICS	G	ICSE - 1617-12	Communications & Insight	Restructure and News Central	(44)				(44)	
ICS	E	ICSE - 1617-13	Procurement	Central Purchasing		(200)	(300)	(300)	(800)	
ICS	C	ICSE - 1617-14	Communications & Insight	Service delivery review		(91)			(91)	
ICS	F	ICSE - 1617-15	Customer Services	Reductions in call centre as a result of channel shift			(150)	(75)	(225)	
ICS	C	ICSE - 1617-16	IT	Service delivery review	(40)	(30)			(70)	
ICS	C	ICSE - 1617-17	ICS	Review directorate arrangements				(100)	(100)	
ICS	G	ICSE - 1617-18	Customer Services	Review of face to face		(250)			(250)	

Directorate	Category	Reference	Details of efficiency	Implications/ Impact	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	Total £'000s	Comments
ICS	C	ICSE - 1617-19	HR	Service delivery review		(152)			(152)	
ICS	G	ICSE - 1617-20	Working Smarter		(3)	(2)		(9)	(14)	
Total Improvement & Corporate Services					(1,035)	(926)	(640)	(524)	(3,125)	
Public Health	E	PH1	0-5 Commissioning & Contractual Support	Minimal	(122)				(122)	
Public Health	G	PH2/PH10/PH11	Re-aligning priorities	Significant in short term requiring new ways of working in longer term	(160)	(90)	(160)		(410)	
Public Health	E	PH3	Reduce duplication and de-commission services with poor outcomes	Minimal	(173)				(173)	
Public Health	G	PH4	Reduce existing budgets	Minimal	(45)				(45)	
Public Health	B	PH5	Income generation	Using existing skills & expertise to other parts of the system, therefore reducing some capacity for CBC	(30)	(50)		(100)	(180)	
Public Health	E	PH6/PH18/PH20	Drug & Alcohol Service	Minimal	(290)	(25)			(315)	
Public Health	E	PH7	Healthy Child Programme (HCP) re-procurement	Minimal if market sufficiently competitive on outcome based specification		(282)			(282)	
Public Health	G	PH8	Vacancy Rate Factor 5%	Minimal		(38)			(38)	
Public Health	D	PH12	Re-define stop smoking offer	Risk of not achieving targets				(62)	(62)	
Public Health	D	PH13/PH21	Reduce school based early intervention programme		(7)		(65)		(72)	
Public Health	D	PH14/PH16	Re-focus and reduce health check programme	Reputational if national programme remains universal			(250)	(255)	(505)	
Public Health	D	PH15	Reduce 'free' adult weight management programmes	No funded access to commercial weight management				(45)	(45)	
Public Health	G	PH17	Vacant Post Payroll Savings	Stop some functions	(78)				(78)	
Public Health	E	PH19	Drug Intervention Programme	Change of Integrated Offender Management (IOM) focus and new Drug & Alcohol provider	(125)				(125)	
Public Health	G	PH22	Doolittle Mill	Minimal - part of working smarter	(45)				(45)	

Directorate	Category	Reference	Details of efficiency	Implications/ Impact	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	Total £'000s	Comments
Public Health	E	PH23/PH9	Sexual Health	Minimal if market sufficiently competitive	(113)	(37)			(150)	
Public Health	B	PH24	Lecturing & Health Protection Income	Additional income	(30)				(30)	
Public Health	E	PH25	Reduced Oral Health Promotion	Minimal - as some duplication in current commissioning arrangements	(50)				(50)	
Public Health	E	PH26	Risky Behaviours	Minimal	(10)				(10)	
Total Public Health					(1,279)	(522)	(475)	(462)	(2,738)	
Community Services	F	SC8	Revenue savings from implementation of Street Lighting Strategy	Project to ensure structural integrity of Street Lights through replacement of life expired columns and replacement of lanterns with low maintenance energy types. Revenue maintenance and energy costs reduced.	(70)				(70)	Revenue savings from implementation of Street Lighting Strategy
Community Services	G	SC158	Countryside sites - wider provision of services to provide increased income and revised maintenance regime		(70)				(70)	Countryside sites - wider provision of services to provide increased income and revised maintenance regime
Community Services	F	SC166	CCTV	Integrate CCTV into Council ICT infrastructure		(35)			(35)	CCTV will use existing CBC infrastructure leading to line rental savings. This is dependent on IT agreeing use of WAN.
Community Services	G	SC171	Reduction in shared library hub back office costs		(35)				(35)	Reduction in shared library hub back office costs
Community Services	B	SC173	Additional libraries income and Leighton Buzzard theatre		(13)				(13)	Additional libraries income and Leighton Buzzard Theatre
Community Services	B	SC251	Increased income from leisure contracts			(60)	(40)		(100)	Year on year increases in income from leisure contracts (over and above £45K in previous MTFP) - this is existing contracts and excludes FLC
Community Services	B	SC253	Increase range of fees and charges (and income generated)		(50)				(50)	Fees and charges
Community Services	B	SC254	New leisure management contract		(437)	(110)	(96)	(42)	(685)	These are the new contract income figures for new Flitwick Leisure Centre.
Community Services	A	SC351	Reduction in repairs and maintenance for leisure centres		(10)				(10)	Reflects capital investment in the centres
Community Services	E	SC355	food waste disposal costs	negotiated reduced gate fee	(7)				(7)	
Community Services	G	SC357	Food bags north		(25)				(25)	Needs investment by contractor for them to process revised material hence occurring in 16/17
Community Services	E	SC358	Biffa contract negotiations		(25)	(25)			(50)	Reduced costs of waste collection contracts following negotiation
Community Services	B	SC374	Dunstable Leisure Centre			(400)			(400)	Increased income from rebuilt Leisure Centre

Directorate	Category	Reference	Details of efficiency	Implications/ Impact	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	Total £'000s	Comments
Community Services	G	SC450	working smarter	Unachievable £ 200k saving from 15/16 assumed to slip into 16/17	(166)	-	(56)	5	(217)	Savings from property included in the 'Working Smarter' project whose costs are accounted for in Assets
Community Services	B	SC451	FM - efficiency Additional recharges Bedford Sq.		(89)				(89)	External income from tenants
Community Services	E	SC452	FM - Bundle FM services as contracts expire			(27)	(80)		(107)	17/18 Combine security with cleaning contract &18/19 Retender catering contract
Community Services	B	SC454	FM - Additional utility recharges to tenants		(10)				(10)	
Community Services	E	SC455	FM - Printing & Stationery - rate reduction		(25)				(25)	
Community Services	G	SC456	Salary capitalisation	Include in cost plan for Development Team	(28)	(10)			(38)	
Community Services	B	SC457	Estates - Additional rental income from Investment portfolio	New lettings	(65)	(10)	(10)	(10)	(95)	
Community Services	B	SC460	Capital - Feed In Tariff(FiT) income generation - assumes install programme completes in 2015/16	Assets registered to receive income	(39)				(39)	Impact of installing solar panels in 2015
Community Services	B	SC461	Capital - Energy Savings from energy efficiency capital works	Tenders received 15/09/2015	(19)	(30)	(30)	(30)	(109)	Impact of capital investment programme to reduce energy costs
Community Services	G	SC462	Assets - Staff costs		(158)	(20)	(20)		(198)	Reorganisation of Assets team
Community Services	B	SC464	Increase in current parking Fees and Charges		(179)				(179)	As per fees and charges approved by Council
Community Services	B	SC465	Domestic Abuse SLA Income		(22)				(22)	Year on year funding from agreement to provide service to Bedford Borough - Not guaranteed
Community Services	B	SC466	ASB SLA Income		(15)				(15)	Year on year funding from agreement to provide service to Bedford Borough - Not guaranteed
Community Services	B	SC467	IDVA Home Office Grant		(20)				(20)	Year on Year Funding - Not guaranteed
Community Services	G	SC468	Community Safety operational budget reductions		(14)				(14)	Combination of various small efficiencies - Vehicle fuel, maintenance, legal fees and CCTV general expenses
Community Services	B	SC469	Charge for Sunday Parking in MSCP	Based on £2 for a day on last years usage.	(15)				(15)	Multi Story Car Park is already open on Sundays but is free of charge. Would need enforcement
Community Services	B	SC470	Additional car parking income Steppingley Road		(45)				(45)	Linked to capital business case yet to be agreed.
Community Services	G	SC471	Service Manager reduction	workload impact - need to review processes		(40)			(40)	Loss of 1 service manager post
Community Services	A	SC472	Reduce CCTV cameras in areas where there is little impact		(15)				(15)	Cameras identified are in low incident demand areas.

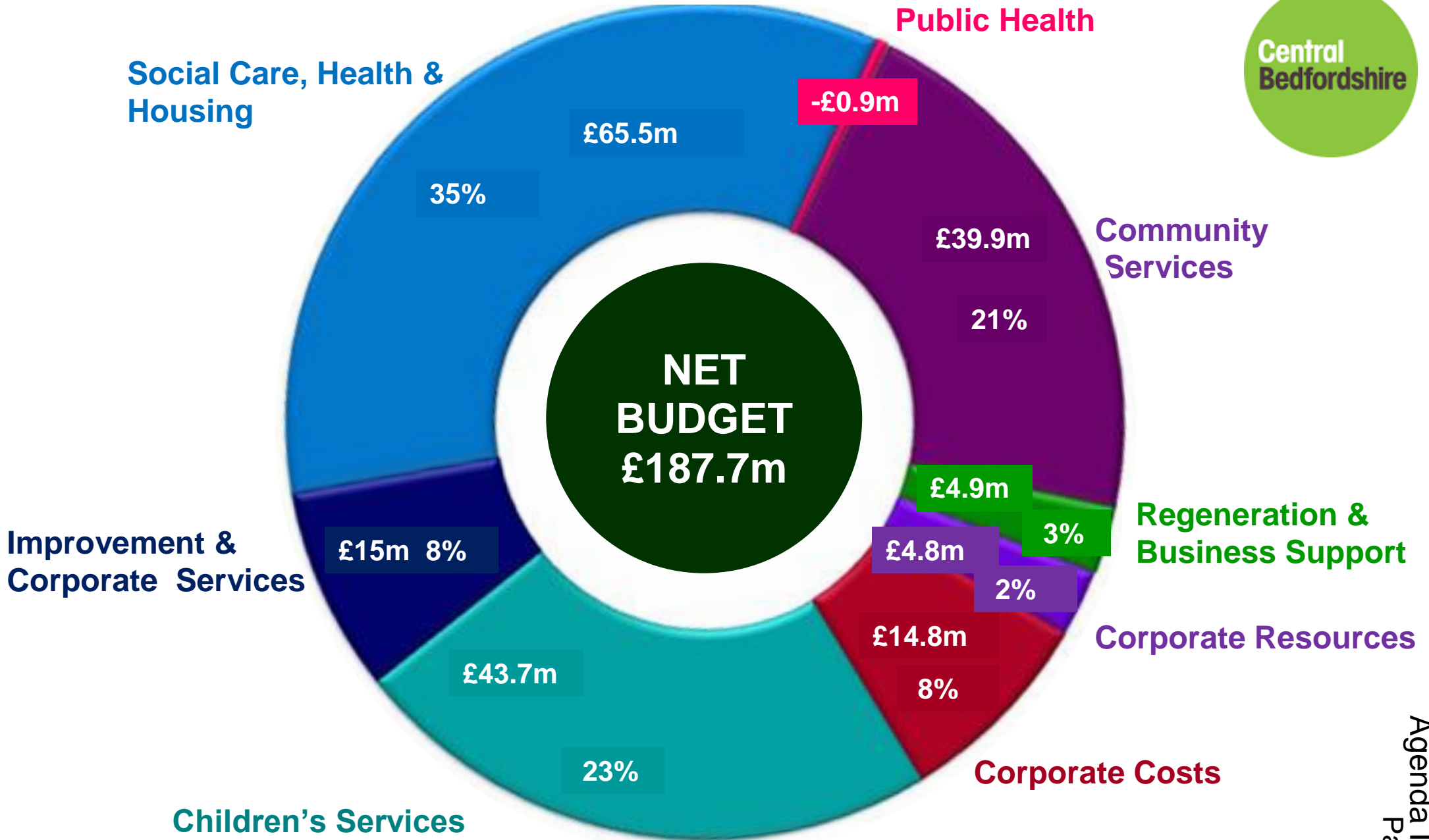
Directorate	Category	Reference	Details of efficiency	Implications/ Impact	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	Total £'000s	Comments
Community Services	B	SC473	Develop additional off-street car parking				(100)	(100)	(200)	Parking studies suggest opportunities exist to develop additional revenue streams from new car parking provision in Leighton Buzzard and Biggleswade
Community Services	A	SC474	Bus way maintenance		(50)				(50)	Present spend indicates that budget can be reduced
Community Services	F	SC475	Reduction in maintenance on safety cameras		(15)				(15)	5 year reduction in maintenance costs following capital investment
Community Services	B	SC476	additional income through new highways contract		(100)				(100)	New contract allows Council to retain income previously kept by contractor as Council staff now have to do the associated work
Community Services	E	SC477	Grass cutting tender		(20)				(20)	Anticipated saving from retender
Community Services	E	SC478	reduction in contributions by leisure services			(6)	(8)		(14)	End of funding to FA partnership and reduction of contribution (in line with partners) of Team Beds and Luton
Community Services	G	SC480	Staff - countryside		(50)	(50)			(100)	Requires review of site management and agreement reached on alternative site management
Community Services	B	SC481	Physical Activity Income		(5)				(5)	From LiTC contract surplus - new income
Community Services	A	SC482	Library book fund	brings book fund budget down to £300k	(82)				(82)	Reduced stock renewal hard copy and on line. (£50k to meet previously agreed £85k plus another £32k SC171)
Community Services	C	SC483	Countryside site savings			(15)	(6)		(21)	£6k is Swiss Garden as due to surrender the lease, £15k net reduction on other sites
Community Services	G	SC484	Library savings – various (staffing and library link)		(62)				(62)	£37k (service development team) £25k (mini restructure in ops and van purchase of lease)
Community Services	B	SC485	Contract income improvements		(100)				(100)	11lfe contract as a result of Best Value proposals from the operator
Community Services	A	SC486	Standardised opening hours in libraries			(85)			(85)	Review of staffed opening hours to offer manned library service during times shown to be demand - greater use of buildings by community at other times
Community Services	G	SC487	staffing changes - libraries				(85)		(85)	
Community Services	A	SC488	Move to national concessionary fare scheme			(10)			(10)	Free bus travel limited to nationally agreed times
Community Services	A	SC489	Stop printed timetables	Information available from other sources	(25)				(25)	Implementation of second part of saving begun in 2015/16
Community Services	G	SC490	Movement of TC&ET to Passenger Transport	Better joined up working	(50)				(50)	Salary savings from combining two teams
Community Services	G	SC491	More Efficient running of services from business unit		(75)	(75)	(50)		(200)	includes IT saving
Community Services	A	SC492	Public Transport Savings from Passenger Transport Strategy	Routes may no longer be commercial and community transport provision may not be funded.		(270)	(100)	(100)	(470)	Dependant on adoption of Passenger Transport Strategy (may need to be kept to support Community Transport)

Directorate	Category	Reference	Details of efficiency	Implications/ Impact	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	Total £'000s	Comments
Community Services	A	SC493	More efficient use of Fleet by Adult Social Care	SCHH have agreed to annual review	(60)	(57)			(117)	Dependant on outcome of Passenger Transport Strategy
Community Services	C	SC494	Outsourcing of client transport team roles and responsibilities			(150)			(150)	Potential for saving from economies of scale
Community Services	G	SC495	Reduction in Salary budget Public Protection		(211)				(211)	
Community Services	B	SC496	increase in fees and charges		(2)				(2)	
Community Services	B	SC497	Hackney and private hire driver assessments and training		(10)				(10)	Provision of training to taxi drivers
Community Services	C	SC498	Provision joint Bedfordshire Trading Standards Unit			(40)			(40)	Indicative - requires suitable willing partner to share services
Community Services	C	SC499	Emergency Planning for Clinical Commissioning Groups (CCG)	Shared offer with Public health to co-ordinate emergency planning function for CCG	(40)				(40)	Requires agreement with Clinical Commissioning Groups (CCG)
Community Services	C	SC500	Provision of Bedfordshire Emergency Planning Unit			(10)			(10)	Indicative - requires suitable willing partner to share services
Community Services	C	SC501	Provision of Joint Bedfordshire Environmental Health & Licencing Unit				(50)		(50)	Indicative - requires suitable willing partner to share services
Community Services	G	SC502	Transport Strategy Team proposed changes	Set up a more process led approach to transport strategy	(42)				(42)	Reducing Transport Strategy (LTP Team) by one member of staff. The future over the next four years will be more policy led, with less variance in programmes.
Community Services	B	SC503	Income from charging of new transport model			(10)	(10)		(20)	Revenue from new transport model.
Community Services	G	SC504	Capitalisation of posts from the major projects team	Dependant on pressure to establish major projects team		(100)			(100)	Capitalisation of new transport Majors team salary - dependant on successful bids for new schemes
Community Services	B	SC505	Increased Section 38 income		(469)	(25)			(494)	Significant increased income from Section 38 debt over the medium term.
Community Services	E	SC506	Household Waste Recycling Centres (HWRC) new management contract	New contract and pricing structure including income for recyclates	(300)				(300)	Contract already in place
Community Services	E	SC507	Residual disposal savings	Treatment of Street Sweepings rather than landfill	(60)				(60)	Trial currently being run - savings will be achieved if successful
Community Services	E	SC508	New waste collection and street cleansing contract	2017/18 tender process				(300)	(300)	Estimated saving from retender

Directorate	Category	Reference	Details of efficiency	Implications/ Impact	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	Total £'000s	Comments
Community Services	A	SC509	Demand Management	Research & implementation post or other investment	50	(50)	(50)		(50)	Investment in then impact of demand management in waste
Community Services	A	SC510	Reduction of Household Waste Recycling Centre (HWRC) opening hours	Reduction in opening hours	(135)				(135)	HWRC's opening hours to reduce - closures will not overlap at all sites, so that there is always some provision
Community Services	A	SC512	Garden waste - suspension of collection over winter		(60)	-			(60)	No collection over winter months
Community Services	B	SC512	Income from transfer station			(40)			(40)	Income from new Transfer Station through provision of commercial capacity
Community Services	G	SC513	Management review -staff costs		(142)	(112)			(254)	Review of senior directorate management
Community Services	G	SC514	savings from depot based services			(80)			(80)	Saving in passenger transport operations through standardised operating procedures
Community Services	E	SC515	various small budget realignments from on-going savings	Budget realignment - ongoing savings	(31)				(31)	
Community Services	G	SC516	Business Rates	Budget realignment - ongoing savings	(70)				(70)	
Community Services	G	SC517	Transport - walking assessments policy reviews	The Passenger Transport Strategy deals with safe walking assessments. The methodology and prioritisation has been agreed by MRG 01/10/15	(50)	(100)	(100)	(50)	(300)	Impact of work following Transport Strategy on Home to School Transport costs
Community Services	A	SC519	Dunstable Library & Leisure Centre		-	-	(66)	0	(66)	Maintenance cost savings following provision of new Library in Dunstable
Community Services	E	SC518	Efficiencies from Special Educational Needs (SEN) Transport	A new procurement process will be put in place to deliver efficiencies for Home to School Transport		(70)	(30)	(180)	(280)	Impact of work following Transport Strategy on Home to School Transport costs
Total Community Services					(3,932)	(2,122)	(987)	(807)	(7,848)	
Regeneration	B	SC151	Community Infrastructure levy (CIL) administration fee		(25)	(25)	(25)		(75)	Administrative fee levied as part of the charge

Directorate	Category	Reference	Details of efficiency	Implications/ Impact	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	Total £'000s	Comments
Regeneration	A	SC154	Reduce development plan consultancy budget				150	(150)	0	
Regeneration	B	SC174	Business support & regeneration - private sector contributions		(10)				(10)	
Regeneration	B	SC175	Recovery of additional adult and community learning back office costs from external grant		(60)				(60)	
Regeneration	B	RG400	Sustainable drainage systems (SuDS) – explore introduction of charging for SuDS			(120)			(120)	Unknown at this stage if charging can be introduced.
Regeneration	B	RG401	Increase development management income		(192)	(185)	(177)	(170)	(724)	
Regeneration	A	RG402	Deletion of allowance budget		(10)				(10)	
Regeneration	F	RG403	Electronic processes		(5)	(25)	(25)		(55)	need investment and support from ICT cost of investment unknown
Regeneration	B	RG404	Building control / Albion			(30)	(30)	(20)	(80)	
Regeneration	G	RG405	Working Smarter				(18)		(18)	
Total Regeneration & Business Support					(302)	(385)	(125)	(340)	(1,152)	
SCHH	A	EA46	Continue the development of a joint approach with the health service to deliver an improved care and reablement service which will have a more positive outcome for Older People		(850)	(500)	(500)	(500)	(2,350)	
SCHH	A	EA61	Continue to extend the Reablement service to all customers with domiciliary care packages		(250)				(250)	
SCHH	C	EA64	Development of Independent Living Schemes		(360)		(386)	(369)	(1,115)	
SCHH	B	EA73	Deliver savings within Private Sector Housing & Housing Needs by better use of ICT and further income generation activity		(75)	(46)	(44)	(42)	(207)	
SCHH	A	EA91	Reviewing Care Packages to support proportional, targeted and focused care need for Older People		(400)				(400)	
SCHH	B	EA98	Housing Private Business Initiative		(100)	(300)			(400)	
SCHH	E	EA103	Investment in Independent Living schemes as an alternative to the use of Residential Care		(115)				(115)	
SCHH	A	EA104	Use of earmarked reserve to support development of Independent Living schemes		30	470			500	
SCHH	B	EA106	Increased income from Care Fees		(330)	(210)	(210)	(210)	(960)	
SCHH	E	EA109	Transforming Care & Support		(318)	(675)	(408)	(434)	(1,835)	

Directorate	Category	Reference	Details of efficiency	Implications/ Impact	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	Total £'000s	Comments
SCHH	A	EA110	Utilisation of earmarked reserves to meet Deprivation of Liberty Safeguarding (DoLS) pressures		(276)	276			0	
SCHH	C	EA111	Review operational delivery of services for Adults with a Learning Disability		(204)				(204)	
SCHH	C	EA112	Better use of Assistive Technology		(200)	(100)	(100)	(100)	(500)	
SCHH	C	EA113	Implementation of new delivery models for services supporting Adults with a Learning Disability		(448)	(50)			(498)	
SCHH	A	EA114	Additional contributions from other local authorities to support the Emergency Duty Team		(20)				(20)	
SCHH	A	EA115	Right sizing care packages for Adults with a Learning Disability		(420)	(250)	(250)	(250)	(1,170)	
SCHH	A	EA116	More targeted approach of Domiciliary Care Packages for Older People		(150)				(150)	
SCHH	C	EA117	Review operational delivery of services for Older People		(33)				(33)	
SCHH	E	EA118	Reshape the Voluntary & Community Sector offer		(205)	(150)	(50)	(50)	(455)	
SCHH	G	EA119	Business process improvements		(176)				(176)	
SCHH	A	EA120	Realignment of Care Act Funding		(942)				(942)	
SCHH	G	EA121	Review of SCH&H directorate management arrangements		(277)	(100)	(180)	(100)	(657)	
SCHH	B	EA122	Maximise the allocation of the Training budget		(100)				(100)	
SCHH	A	EA123	Implementation of the Better Care Fund plan		(200)				(200)	
SCHH	A	EA124	Review recharge arrangements for management time in the Housing Revenue Account		(30)				(30)	
SCHH	C	EA125	Working Smarter			(23)		(3)	(26)	
Total Social Care, Health & Housing					(6,449)	(1,658)	(2,128)	(2,058)	(12,293)	
Total					(15,257)	(7,400)	(6,034)	(5,366)	(34,058)	



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Central Bedfordshire Council

EXECUTIVE

12 January 2016

DRAFT CAPITAL PROGRAMME 2016/17 TO 2019/20

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

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Officer
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This report relates to a non-Key Decision

Purpose of this report

1. The report proposes the draft Capital Programme for the four years from 1 April 2016. It excludes the Housing Revenue Account (HRA) which is subject to a separate report.

RECOMMENDATION

The Executive is asked to:

1. **approve the draft Capital Programme for 2016/17 to 2019/20 for consultation with Overview and Scrutiny Committees and other interested parties.**

Overview and Scrutiny Comments/Recommendations

2. Overview and Scrutiny Committees will consider the budget proposals in their January 2016 cycle of meetings and comments will be included in the final Budget report to be presented to Council at its February 2016 meeting.

Background Information

3. The Council's Capital Programme has been reviewed during the current financial year and there have been a number of changes to profiles, reductions and additions.
4. The Capital Programme continues to be dominated by a few large schemes including the requirement to provide New School Places, M1/A421 Junction 13 – Milton Keynes Magna Park, Highways Structural Maintenance, New Depots and Household Waste Recycling Centres, the Woodside Link road and Dunstable Leisure Centre and Library.
5. A driving principle underlying Capital Programme development has always been to minimise the revenue impact in future years arising from interest payments and the Minimum Revenue Provision (MRP) or alternatively, to identify future revenue resources to facilitate borrowing for capital purposes in a sustainable and prudent manner.
6. The Capital Budget proposed in this report reduces revenue liabilities against those previously identified in the Medium Term Financial Plan (MTFP) for 2015/16 to 2018/19. The reduction is partly due to revised cost of borrowing assumptions discussed within the Interest Rates section of this report. Risks of revenue budget pressures remain, largely those associated with the realisation of capital receipts (delays would increase the overall borrowing requirement), the timing of movements in interest rates (if increases occur earlier than assumed then interest liabilities will be greater than estimated). There can be additional capital expenditure pressures in respect of the Capital Programme and where mitigating actions cannot offset all of any pressures there would be an increase in the overall borrowing requirement with a pressure on the associated revenue costs of debt financing.
7. A summary of the proposed Capital Programme has been included in Appendix A and Appendix B which shows a breakdown by individual schemes. Particular attention is drawn to schemes that require the use of the Council's own resources, i.e., capital receipts or unsupported borrowing, as it is these schemes that create future revenue liabilities.
8. Capital receipts projections for the 2016/17 to 2019/20 period have been reviewed. These represent a key source of funding for the Capital Programme over the MTFP period without which the affordability and sustainability of the Capital Programme could be at risk.
9. The Housing Revenue Account (HRA) Capital Programme is included as part of a separate report to the Executive and is therefore excluded from this report.

Summary of draft Capital Programme 2016/17 to 2019/20

10. Capital investment is required to ensure the delivery of the Council's priorities but the programme needs to be both affordable and sustainable. Capital expenditure that is not financed through existing capital resources (e.g., grants, developer contributions and capital receipts) will reduce revenue resources available for other services over the longer term by incurring additional capital financing costs.

11. Table 1 below shows a summary of the draft Capital Programme reflecting revisions in year and a planning assumption of varied slippage in programme spend across the years. Expenditure and income in each year has been adjusted by an overall estimate of slippage in the Capital Programme for the purposes of calculating the revenue implications. An annual slippage assumption of 20% has been applied in previous MTFPs. Based on current monitoring of the 2015/16 Capital Programme an overall slippage to 2016/17 of 25% has been assumed followed by 15% from 2016/17 and 10% per annum thereafter. The assumed slippage profile reflects the fact that a number of high value schemes are expected to complete in 2016/17 and the proposed programmes for later years are reducing in overall value. A reconciliation to the MTFP, excluding slippage, is provided in Appendix C. The detailed draft programme is presented in Appendices A and B.

Table 1 – 2016/17 to 2019/20 Draft Medium Term Financial Plan Capital Programme (assuming annual programme slippage)

	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Gross Expenditure	115,526	90,232	56,544	45,796
Funded by:				
Grants/Contributions	(55,438)	(59,391)	(34,494)	(26,246)
Capital Receipts	(10,500)	(9,500)	(7,500)	(6,000)
Borrowing	(49,587)	(21,342)	(14,550)	(13,550)
Total Funding	(115,526)	(90,232)	(56,544)	(45,796)

12. By including an overall slippage assumption for the capital schemes there is recognition that dependencies within the Capital Programme exist (for example on third parties, including external funders) and often, as a result, capital schemes are deferred from one year to the next as delivery is delayed.

Financing of the Capital Programme

13. The revenue financing costs of the proposed Capital Programme, including what has been previously built into the previous MTFP are:

Table 2 – 2016/17 to 2019/20 Annual Revenue Implications of proposed Capital Programme compared to Previous MTFP

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Previous MTFP	15,506	17,360	19,146	-
Additional Charge / (Reduction) to original MTFP	(1,569)	(1,079)	(1,210)	-
Revised MTFP	13,937	16,281	17,936	19,164
Year on Year Increase in the revenue consequences of the proposed programme		2,344	1,655	1,228

Estimated revenue costs are lower than the previous base budget for 2016/17 to 2018/19 reflecting updated assumptions in respect of the timing of interest rate movements and amendments to the draft Capital Programme.

14. Table 2 sets out the draft position over the medium term. Although there is less certainty in determining future spend and financing, the table shows that the Capital Programme will continue to produce cost pressures without further generation of new capital receipts and external grants and contributions.

Interest Rates

15. Since inception the Council, (excluding HRA refinancing), has borrowed internally from its own cash balances to fund the Capital Programme, as opposed to taking on debt from the Public Works Loan Board (PWLB), a Central Government lending facility, or financial markets. Cash balances support the Council's reserves, grants received in advance and amounts due to creditors. As at 31st March 2015, the Council had borrowed £118.0m from its own balances to fund capital expenditure. Where required by the actual cash flow position, the Council obtains short term borrowing from other public authorities.

16. Revenue implications of the Capital Programme have been calculated on the assumption that any borrowing, required by actual cash flows, will be obtained on a short term basis taking advantage of current low interest rates. Council borrowing has traditionally been obtained from the PWLB for longer periods. However in the current market, public authorities are lending to each other at rates below the PWLB rate for short term periods and the inclusion of these rates coupled with revised assumptions in respect of future increases in UK base rates has lowered the projected revenue implications of the Capital Programme over the previous MTFP 2015/16 to 2018/19 period.
17. The rate of interest assumed is important in determining revenue implications of borrowing arising from the Capital Programme. Importantly, the assumed borrowing costs over the period of the MTFP are particularly sensitive to any unexpected increases in interest rates. Table 3 below demonstrates the impact on the MTFP of interest rates above those assumed in the Plan.

Table 3 – 2016/17 to 2019/20 Additional costs over the MTFP period of an unexpected increase in the Interest Rate

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
1% point higher	1,411	1,608	1,652	1,663
2% points higher	2,821	3,217	3,304	3,327

18. There is a risk that interest rates may be higher than current rates when it comes to refinancing debt taken out on a short term basis. This would lead to higher revenue implications arising from the draft Capital Programme over the longer term, within and beyond the current MTFP period.
19. The Council's treasury management adviser, Arlingclose Ltd, forecasts the first rise in official interest rates in September 2016 and a gradual pace of increases thereafter, with the average for 2016/17 being around 0.63% compared to 0.50% in 2015/16.
20. The Council's MTFP assumes variable interest rate forecasts as follows:

	2016/17	2017/18	2018/19	2019/20
Rate %	0.78%	1.28%	1.78%	2.03%

This forecast includes a 0.1% prudent allowance for uncertainty above the assumptions provided by Arlingclose Ltd.

21. Taking into account our assumptions on borrowing over the MTFP period, and the mix of fixed and variable rate borrowing, the weighted average interest rates for the MTFP period are as follows:

	2016/17	2017/18	2018/19	2019/20
Weighted average interest rate on borrowing %	2.62%	2.70%	2.93%	3.05%

22. The Council reviews and approves annually its Treasury Management Strategy and monitors financial markets on an on-going basis. It is possible that, based on market conditions, the Council may choose to borrow at a fixed rate of interest to reduce exposure to variable debt. However, fixed interest rates are higher than variable rates and any decision to fix debt in the short term would adversely impact revenue implications within the MTFP period.

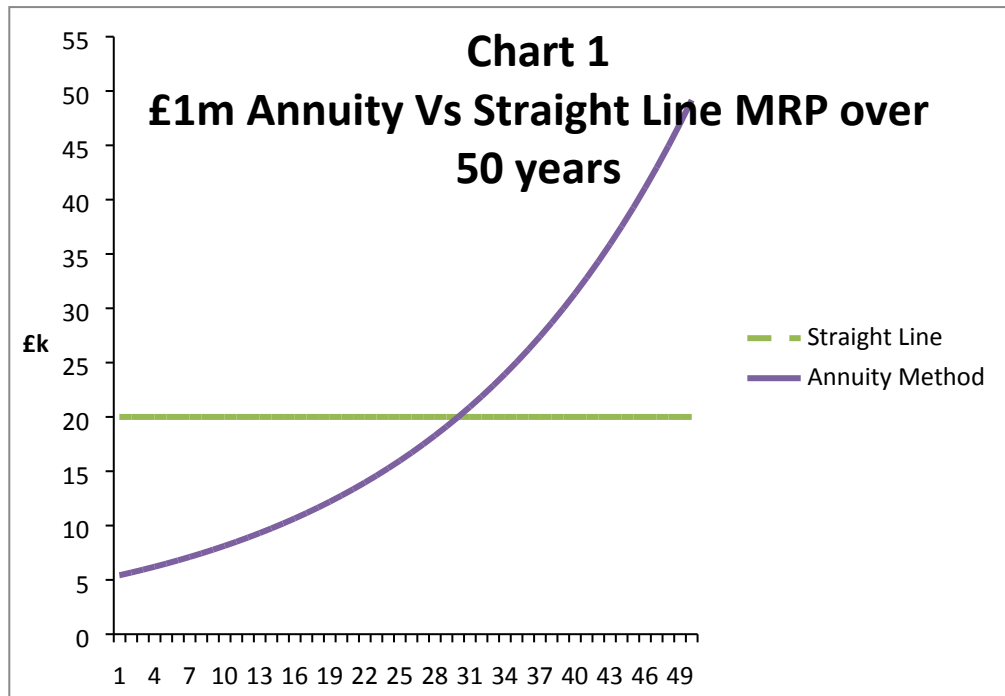
Minimum Revenue Provision (MRP)

23. Regulations 27 and 28 of the Local Authorities (Capital Finance and Accounting) Regulations 2008 require Local Authorities to set aside a prudent amount annually from revenue towards the Council's Capital Financing Requirement (CFR).
24. DCLG guidance outlines different options that local authorities can use to calculate a prudent provision. The method used by the Council for the MTFP period is to spread MRP over 10 years, 30 years or 50 years depending on the approximate useful economic life of the asset upon which expenditure is being incurred.

Example Asset Category	MRP Life (years)
Land and buildings	50
Highways, roads, bridges	30
IT systems/equipment, fleet	10

The MRP is spread over the useful economic life on an annuity basis.

25. The annuity method means that the principal sum used to finance the asset is repaid slowly in earlier years and more rapidly in later years, demonstrated graphically overleaf, in a similar manner to which principal is repaid on a repayment mortgage. This method reflects assets deteriorating more rapidly in later years than earlier years and ties in with asset management planning. The annuity method also enables MRP financing of the draft capital programme to be minimised over the medium term, but with significantly higher MRP costs in future years beyond the current MTFP period. The Council will need to ensure that these costs are sustainable in the long term.



Capital Receipts

26. The medium term forecast includes substantial new capital receipts. The generation and timing of new capital receipts is critical to the Capital Programme over the medium term and represent a specific risk as to its sustainability and affordability.
27. The Council has historically not achieved approved estimates for capital receipts within the MTFP. Currently £3.0m of capital receipts are forecast for 2015/16 compared to an approved estimate of £13.1m. The current forecast for 2015/16 reflects delays in two major anticipated receipts, specifically Stratton Park and specific receipts under the terms of the disaggregation agreement with Bedford Borough Council in respect of Bell Farm and County Hall.
28. Any shortfalls in capital receipts over the MTFP period will lead to increased revenue costs from the Capital Programme where the borrowing requirement increases as a result of any shortfall in receipts, unless capital projects are themselves delayed or re-phased.

Table 4 – Capital Receipts movement between previous MTFP and current MTFP

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Previous MTFP Capital Receipts	10,186	9,606	1,500	-	21,292
Revised MTFP Capital Receipts	10,500	9,500	7,500	6,000	33,500
Total Change Increase/ (Decrease) in Capital Receipts	314	(106)	6,000	6,000	12,208

Reserve List

29. Appendix B includes a list of reserve schemes, which the Council may progress if the revenue impacts can be accommodated within the revenue budget.
30. Approval of Reserve List schemes which require Council resources would be required by the Executive, following the production of outline and detailed business cases and confirmation from the Chief Finance Officer and the Executive Member for Corporate Resources that the schemes can be incorporated without exceeding the revenue budget for the financial year.
31. The total capital costs of schemes on the Reserve List are set out in Table 5. Inclusion of any of the Reserve List schemes without removing the equivalent amount of net expenditure from the Capital Programme would increase the impact on revenue over the MTFP period.

Table 5 – Net Capital Cost of Total Reserve List Schemes 2016/17 to 2019/20

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Net Capital Cost of Reserve List Schemes	2,200	6,400	3,200	3,200	15,000

Major Capital Schemes

New School Places - £75m gross (£4m net) expenditure over the MTFP period

32. The New Schools Places programme provides the capital investment to deliver new school places required by population growth in areas of limited surplus capacity within our schools. The Council's School Organisation Plan is the evidence base that supports the commissioning of these new school places over a rolling five year period. The programme is funded by a combination of sources including Department for Education basic need grant, developer contributions and Council borrowings and capital receipts.

M1/A421 Junction 13 - Milton Keynes Magna Park - £18m gross (£60k net) expenditure over the MTFP period

33. We are improving the A421 between Junction 13 of the M1 and Magna Park in Milton Keynes. This involves dualling the remaining section of single carriageway road in order to remove this bottleneck in an important east –west route. It is anticipated that this scheme will be largely funded through Department of Transport grants.

New Depots and Household Waste Recycling Centres - £11m gross expenditure (£11m net) over the MTFP period

34. In order to deliver effective services we are investing in the infrastructure required to provide these, as previously these were operated from old County Council facilities based in Bedford Borough that are no longer suitable or available. This includes highways depots and salt storage that give us the bases from which to maintain the highway network and a waste transfer station that will allow us to manage the disposal of our residents' waste in the most efficient way.
35. We are also currently rebuilding all four of our Household Waste recycling centres. This will allow us to provide a better and safer customer experience with reduced queueing, same level tipping and more options for recycling. It will also allow us to address a number of potential environmental problems at the existing sites.

Woodside Link - £18m gross expenditure (£4m net) over the MTFP period

36. This is the gross cost of building the Woodside Link Road from the M1 to the Woodside industrial area of Dunstable. This road will help unlock significant investment in the area, both in terms of housing but also employment and will allow HGVs to avoid Dunstable town centre. Much of the cost will be recovered through Government funding and from developer contributions.

Highways Structural Maintenance - £24m gross (£7m net) expenditure over the MTFP period

37. This is the expenditure on repairs to the highway: mainly resurfacing works but also rebuilding, surface dressing and reconstruction. We receive a government grant to cover the majority these costs and the level of this grant is dependant on using an asset management approach to maintenance.

Dunstable Leisure Centre and Library - £13m gross (£12m net) expenditure over the MTFP period

38. The current Dunstable Leisure Centre and Library buildings are reaching the end of their lives and are becoming increasingly expensive and difficult to maintain. We are taking the opportunity to invest in a new building that combines these services, provides a leisure and library offer that is fit for the future and acts as a catalyst for future investment in the centre of Dunstable. This work will trigger the release and redevelopment of further sites in Dunstable which will, in turn, add further to the creation of a more vibrant town centre.

Reason for Decision

39. To approve the Council's Capital Programme for the MTFP period 2016/17 to 2019/20 to facilitate effective financial management and planning.

Council Priorities

40. As a key part of the Council's overall financial plan the Capital Programme supports the delivery of all the organisation's priorities.

Corporate Implications

Legal Implications

41. 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 statutory obligations and failure to approve the Capital Programme may therefore have implications on the Council's ability to comply with these obligations.

42. The Local Government Act 2003 (as amended) emphasises the importance of sound and effective financial management. In relation to capital financing, there is a statutory requirement for each local authority to set and arrange their affairs to remain within prudential limits for borrowing and capital investment. There is a statutory duty on the Chief Finance Officer to report to the Council, at the time the Budget is considered and the council tax set, on the robustness of the budget estimates and the adequacy of financial reserves.

Financial Implications

43. As a component of the Council's Medium Term Financial Plan (MTFP) the financial implications of the proposed changes to the Capital Programme are set out within the body of the report.

Equalities Implications

44. Where appropriate, Equalities Impact Assessments will be carried out for individual proposals.

Next Steps

1. A period of public consultation will commence from January 2016.
2. Overview and Scrutiny Committees will consider the budget proposals in their January 2016 cycle of meetings and comments will be included in the final Budget report to be presented to Council at its February 2016 meeting.

Appendices

Appendix A – Summary of changes against previous MTFP

Appendix B – Full Capital Programme 2016/17 to 2019/20 and Reserve List

Appendix C – Reconciliation of Capital MTFP to MTFP with slippage included

Background papers

None.

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Appendix A - Revised Programme

Movement between 2015/16 Capital MTFP and Draft 2016/17 Capital MTFP

Existing (2015/16 Capital MTFP)

Directorate Name	2016/17 Capital Budget			2017/18 Capital Budget			2018/19 Capital Budget			2019/20 Capital Budget			Total Budget 2016/17 - 2018/19		
	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000
Children's Services	28,109	(20,511)	7,598	38,033	(19,448)	18,585	20,275	(8,187)	12,088	0	0	0	86,417	(48,146)	38,271
Community Services	69,165	(27,310)	41,855	24,436	(12,111)	12,325	20,038	(6,111)	13,927	0	0	0	113,639	(45,532)	68,107
ICS	5,890	0	5,890	5,441	0	5,441	5,550	0	5,550	0	0	0	16,881	0	16,881
Regeneration & Business Support	10,608	(7,051)	3,557	5,898	(2,210)	3,688	100	0	100	0	0	0	16,606	(9,261)	7,345
Social Care, Health & Housing	4,425	(1,618)	2,807	2,900	(718)	2,182	2,900	(718)	2,182	0	0	0	10,225	(3,054)	7,171
Total	118,197	(56,490)	61,707	76,708	(34,487)	42,221	48,863	(15,016)	33,847	0	0	0	243,768	(105,993)	137,775

Revised (2016/17 Capital MTFP)

Directorate Name	2016/17 Capital Budget			2017/18 Capital Budget			2018/19 Capital Budget			2019/20 Capital Budget			Total Budget 2016/17 - 2019/20		
	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000
Children's Services	21,251	(19,997)	1,254	28,032	(27,432)	600	20,213	(19,613)	600	18,022	(14,034)	3,988	87,518	(81,076)	6,442
Community Services	59,014	(22,067)	36,947	33,855	(23,739)	10,116	23,111	(8,987)	14,124	19,262	(10,087)	9,175	135,242	(64,880)	70,362
ICS	3,500	0	3,500	4,500	0	4,500	3,500	0	3,500	3,000	0	3,000	14,500	0	14,500
Regeneration & Business Support	4,528	(2,059)	2,469	12,678	(6,407)	6,271	3,668	(2,465)	1,203	1,762	(725)	1,037	22,636	(11,656)	10,980
Social Care, Health & Housing	6,465	(1,678)	4,787	5,400	(778)	4,622	2,950	(778)	2,172	2,900	(778)	2,122	17,715	(4,012)	13,703
Total	94,758	(45,801)	48,957	84,465	(58,356)	26,109	53,442	(31,843)	21,599	44,946	(25,624)	19,322	277,611	(161,624)	115,987

Change

Directorate Name	2016/17 Capital Budget			2017/18 Capital Budget			2018/19 Capital Budget			2019/20 Capital Budget			Total Budget 2016/17 - 2019/20		
	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000
Children's Services	(6,858)	514	(6,344)	(10,001)	(7,984)	(17,985)	(62)	(11,426)	(11,488)	18,022	(14,034)	3,988	1,101	(32,930)	(31,829)
Community Services	(10,151)	5,243	(4,908)	9,419	(11,628)	(2,209)	3,073	(2,876)	197	19,262	(10,087)	9,175	21,603	(19,348)	2,255
ICS	(2,390)	0	(2,390)	(941)	0	(941)	(2,050)	0	(2,050)	3,000	0	3,000	(2,381)	0	(2,381)
Regeneration & Business Support	(6,080)	4,992	(1,088)	6,780	(4,197)	2,583	3,568	(2,465)	1,103	1,762	(725)	1,037	6,030	(2,395)	3,635
Social Care, Health & Housing	2,040	(60)	1,980	2,500	(60)	2,440	50	(60)	(10)	2,900	(778)	2,122	7,490	(958)	6,532
Total	(23,439)	10,689	(12,750)	7,757	(23,869)	(16,112)	4,579	(16,827)	(12,248)	44,946	(25,624)	19,322	33,843	(55,631)	(21,788)

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Appendix B - Revised Programme

Directorate	Scheme Title	2016/17 Capital Budget			2017/18 Capital Budget			2018/19 Capital Budget			2019/20 Capital Budget			Total Budget 2016/17 - 2019/20		
		Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000
Children's Services	New School Places	18,201	(17,547)	654	24,982	(24,982)	0	17,163	(17,163)	0	14,972	(11,584)	3,388	75,318	(71,276)	4,042
Children's Services	Schools Capital Maintenance	2,000	(2,000)	0	2,000	(2,000)	0	2,000	(2,000)	0	2,000	(2,000)	0	8,000	(8,000)	0
Children's Services	Schools Devolved Formula Capital	450	(450)	0	450	(450)	0	450	(450)	0	450	(450)	0	1,800	(1,800)	0
Children's Services	Temporary Accommodation	400	0	400	400	0	400	400	0	400	400	0	400	1,600	0	1,600
Children's Services	Schools Access Initiative	200	0	200	200	0	200	200	0	200	200	0	200	800	0	800
Community Services	Highways Structural Maintenance Block	6,020	(4,333)	1,687	6,020	(4,296)	1,724	6,020	(4,109)	1,911	6,020	(3,959)	2,061	24,080	(16,697)	7,383
Community Services	Highways Fixed Cost Services (Lump Sums)	800	0	800	800	0	800	800	0	800	800	0	800	3,200	0	3,200
Community Services	Additional Local Highways Maintenance Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Services	Highways Integrated Schemes	1,365	(1,365)	0	1,365	(1,365)	0	1,365	(1,365)	0	1,365	(1,365)	0	5,460	(5,460)	0
Community Services	Highways Planned Maintenance	800	0	800	800	0	800	800	0	800	800	0	800	3,200	0	3,200
Community Services	Highways Street Lighting - maintenance	500	0	500	500	0	500	500	0	500	500	0	500	2,000	0	2,000
Community Services	Highways Bridge Assessment and Maintenance	750	0	750	600	0	600	600	0	600	600	0	600	2,550	0	2,550
Community Services	Fleet replacement programme	250	0	250	250	0	250	250	0	250	0	0	0	750	0	750
Community Services	Co-ordinated replacement of street furniture as a result of vehicle damage	150	0	150	150	0	150	150	0	150	150	0	150	600	0	600
Community Services	Highways Flooding & Drainage	340	0	340	340	0	340	340	0	340	340	0	340	1,360	0	1,360
Community Services	Waste & Recycling Containers - Provision of Replacement bins & containers.	290	(10)	280	304	(10)	294	318	(10)	308	335	(10)	325	1,247	(40)	1,207
Community Services	Sundon / Bluewater Landfill Sites	350	(300)	50	254	(65)	189	50	0	50	50	0	50	704	(365)	339
Community Services	HWRC Redevelopment	1,400	0	1,400	0	0	0	0	0	0	0	0	0	1,400	0	1,400
Community Services	Thorn Turn Waste Park	7,100	0	7,100	0	0	0	0	0	0	0	0	0	7,100	0	7,100
Community Services	Leisure Strategy - delivery with stakeholders	150	0	150	100	0	100	50	0	50	0	0	0	300	0	300
Community Services	Library and Leisure Centre renewal in Dunstable	12,863	0	12,863	600	(1,000)	(400)	0	0	0	0	0	0	13,463	(1,000)	12,463
Community Services	Flitwick Leisure Centre redevelopment	0	(2,530)	(2,530)	0	0	0	0	0	0	0	0	0	0	(2,530)	(2,530)
Community Services	Leisure Centre Stock Condition/Asset Management Plan	350	0	350	250	0	250	150	0	150	100	0	100	850	0	850
Community Services	CCTV	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Services	New Car Parks	0	0	0	650	0	650	650	0	650	0	0	0	1,300	0	1,300
Community Services	Parking Equipment	200	0	200	0	0	0	0	0	0	0	0	0	200	0	200
Community Services	East West Rail (Western Section)	40	0	40	0	0	0	0	0	0	0	0	0	40	0	40
Community Services	Luton Dunstable Busway	1,000	0	1,000	0	0	0	0	0	0	0	0	0	1,000	0	1,000
Community Services	Rights of Way Network - Structural Renewal and Improvement Works	155	0	155	155	0	155	155	0	155	155	0	155	620	0	620
Community Services	Outdoor Access and Countryside Works	245	0	245	245	0	245	245	0	245	245	0	245	980	0	980
Community Services	Houghton Hall Urban County Park	780	(605)	175	21	(3)	18	3	(3)	0	2	(3)	(1)	806	(614)	192
Community Services	Woodside Link	11,000	(11,000)	0	3,000	(3,000)	0	4,000	0	4,000	0	0	0	18,000	(14,000)	4,000
Community Services	Dunstable A5/M1 Link Road Strategic Infrastructure	20	0	20	20	0	20	10	0	10	0	0	0	50	0	50
Community Services	Swiss Garden Heritage Lottery Fund Project	58	0	58	0	0	0	0	0	0	0	0	0	58	0	58
Community Services	M1-A6 Phase 1 and 2	0	0	0	0	0	0	0	0	0	4,750	(4,750)	0	4,750	(4,750)	0
Community Services	Farm Compliance Work	300	0	300	300	0	300	0	0	0	0	0	0	600	0	600
Community Services	Depot - South	1,700	0	1,700	0	0	0	0	0	0	0	0	0	1,700	0	1,700
Community Services	Depot and saltbarn - North	1,625	0	1,625	0	0	0	0	0	0	0	0	0	1,625	0	1,625
Community Services	Tree backlog	250	0	250	0	0	0	0	0	0	0	0	0	250	0	250
Community Services	Westbury Phase 2 Industrial units (income generation)	175	0	175	0	0	0	0	0	0	0	0	0	175	0	175
Community Services	Stratton Park Phase 5 & 6 Additional Infrastructure works - [second phase of delivery]	1,568	(924)	644	0	0	0	0	0	0	0	0	0	1,568	(924)	644

Appendix B - Revised Programme

Directorate	Scheme Title	2016/17 Capital Budget			2017/18 Capital Budget			2018/19 Capital Budget			2019/20 Capital Budget			Total Budget 2016/17 - 2019/20		
		Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000
Community Services	Strategic infrastructure schemes	160	0	160	170	0	170	1,085	(1,000)	85	0	0	0	1,415	(1,000)	415
Community Services	A421-M1 Junction 13- Milton Keynes Magna Park	1,020	(1,000)	20	14,020	(14,000)	20	2,520	(2,500)	20	0	0	0	17,560	(17,500)	60
Community Services	Thorn Turn infrastructure	2,000	0	2,000	0	0	0	0	0	0	0	0	0	2,000	0	2,000
Community Services	CBC Corporate Property Rolling Programme (inc. Health & Safety)	2,000	0	2,000	2,000	0	2,000	2,000	0	2,000	2,000	0	2,000	8,000	0	8,000
Community Services	Stratton Park Phase 5 Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Services	Energy Efficiency Measures / Carbon Reduction Improvements	300	0	300	300	0	300	300	0	300	300	0	300	1,200	0	1,200
Community Services	Enhancement work to prepare for disposals	940	0	940	641	0	641	750	0	750	750	0	750	3,081	0	3,081
Community Services	Stratton Ph4 Access	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ICS	IT Strategic Investment	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	4,000	0	4,000
ICS	IT Infrastructure Rolling Programme	500	0	500	500	0	500	500	0	500	0	0	0	1,500	0	1,500
ICS	SAN Replacement	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ICS	Digital Transformation	2,000	0	2,000	3,000	0	3,000	2,000	0	2,000	2,000	0	2,000	9,000	0	9,000
Regeneration	F10 BDUK2	12	0	12	2,593	(2,580)	13	3,423	(2,465)	958	1,592	(725)	867	7,620	(5,770)	1,850
Regeneration	Local Broadband Infrastructure	668	(469)	199	0	0	0	0	0	0	0	0	0	668	(469)	199
Regeneration	Market Towns	650	0	650	3,400	0	3,400	0	0	0	0	0	0	4,050	0	4,050
Regeneration	Land Drainage Flood defence	120	0	120	120	0	120	120	0	120	120	0	120	480	0	480
Regeneration	Development Site Promotion (Strategic Infrastructure Investment)	65	0	65	75	0	75	75	0	75	0	0	0	215	0	215
Regeneration	Dunstable Highway De-Trunking and Redevelopment	250	(250)	0	2,750	(1,250)	1,500	0	0	0	0	0	0	3,000	(1,500)	1,500
Regeneration	SEMLEP BDUK Extension	1,290	(1,240)	50	2,290	(2,240)	50	50	0	50	50	0	50	3,680	(3,480)	200
Regeneration	Digitising Aerial Photographs	123	0	123	0	0	0	0	0	0	0	0	0	123	0	123
Regeneration	Fitwick Transport Interchange	300	(100)	200	1,450	(337)	1,113	0	0	0	0	0	0	1,750	(437)	1,313
Regeneration	Fitwick Station Area Car Park Development	1,050	0	1,050	0	0	0	0	0	0	0	0	0	1,050	0	1,050
SCH & H	Disabled Facilities Grants Scheme	2,380	(668)	1,712	2,390	(668)	1,722	2,390	(668)	1,722	2,390	(668)	1,722	9,550	(2,672)	6,878
SCH & H	Empty Homes	210	(10)	200	210	(10)	200	210	(10)	200	210	(10)	200	840	(40)	800
SCH & H	Renewal Assistance	250	(100)	150	300	(100)	200	300	(100)	200	300	(100)	200	1,150	(400)	750
SCH & H	Additional Gypsy and Traveller Sites	1,575	(900)	675	0	0	0	0	0	0	0	0	0	1,575	(900)	675
SCH & H	MANOP: Care Home Re provision	2,000	0	2,000	0	0	0	0	0	0	0	0	0	2,000	0	2,000
SCH & H	MANOP: Non-HRA Extra Care Schemes	50	0	50	2,500	0	2,500	50	0	50	0	0	0	2,600	0	2,600
	Total	94,758	(45,801)	48,957	84,465	(58,356)	26,109	53,442	(31,843)	21,599	44,946	(25,624)	19,322	277,611	(161,624)	115,987

Appendix B - Revised Programme

SUMMARY

Directorate	Scheme Title	2016/17 Capital Budget			2017/18 Capital Budget			2018/19 Capital Budget			2019/20 Capital Budget			Total Budget 2016/17 - 2019/20		
		Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000
Children's Services		21,251	(19,997)	1,254	28,032	(27,432)	600	20,213	(19,613)	600	18,022	(14,034)	3,988	87,518	(81,076)	6,442
Community Services		59,014	(22,067)	36,947	33,855	(23,739)	10,116	23,111	(8,987)	14,124	19,262	(10,087)	9,175	135,242	(64,880)	70,362
ICS		3,500	0	3,500	4,500	0	4,500	3,500	0	3,500	3,000	0	3,000	14,500	0	14,500
Regeneration		4,528	(2,059)	2,469	12,678	(6,407)	6,271	3,668	(2,465)	1,203	1,762	(725)	1,037	22,636	(11,656)	10,980
SCH & H		6,465	(1,678)	4,787	5,400	(778)	4,622	2,950	(778)	2,172	2,900	(778)	2,122	17,715	(4,012)	13,703
Total		94,758	(45,801)	48,957	84,465	(58,356)	26,109	53,442	(31,843)	21,599	44,946	(25,624)	19,322	277,611	(161,624)	115,987

Detailed Reserve List

Directorate	Scheme Title	2016/17 Capital Budget			2017/18 Capital Budget			2018/19 Capital Budget			2019/20 Capital Budget			Total Budget 2016/17 - 2019/20		
		Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000
Community Services	Stratton Phase 5 CBC Industrial Park/Units (Income Generation)	200	0	200	3,200	0	3,200	0	0	0	0	0	0	3,400	0	3,400
Community Services	Thorn Turn CBC Industrial Park/units (capital return and income generation)	0	0	0	3,200	0	3,200	3,200	0	3,200	3,200	0	3,200	9,600	0	9,600
ICS	CBC Corporate Property Rolling Programme	2,000	0	2,000	0	0	0	0	0	0	0	0	0	2,000	0	2,000
	Total	2,200	0	2,200	6,400	0	6,400	3,200	0	3,200	3,200	0	3,200	15,000	0	15,000

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Appendix C - Reconciliation of MTFP to slippage inclusive MTFP used for calculating Revenue implications

	MTFP and forecast slippage 2016-2020				
	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
Gross Expenditure as per Appendix B	139,926	94,758	84,465	53,442	44,946
Less estimated slippage to next year		(14,214)	(8,447)	(5,344)	(4,495)
Add slippage from previous year		34,982	14,214	8,447	5,344
Gross Expenditure for Revenue implications		115,526	90,232	56,544	45,796
Funded by:					
Gross Income as per Appendix B	(66,030)	(45,801)	(58,356)	(31,843)	(25,624)
Less estimated slippage to next year		6,870	5,836	3,184	2,562
Add slippage from previous year		(16,508)	(6,870)	(5,836)	(3,184)
Gross Income for Revenue implications		(55,438)	(59,391)	(34,494)	(26,246)
Capital Receipts		(10,500)	(9,500)	(7,500)	(6,000)
Borrowing		(49,587)	(21,342)	(14,550)	(13,550)
Total Funding		(115,526)	(90,232)	(56,544)	(45,796)
Slippage assumptions	25.00%	15.00%	10.00%	10.00%	10.00%

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Central Bedfordshire Council

EXECUTIVE

12 January 2016

**DRAFT BUDGET FOR THE HOUSING REVENUE ACCOUNT
(LANDLORD BUSINESS PLAN)**

Report of Cllr Richard Wenham, Executive Member for Corporate Resources (richard.wenham@centralbedfordshire.gov.uk); and
Cllr Carole Hegley, Executive Member for Social Care, Health and Housing (carole.hegley@centralbedfordshire.gov.uk)

Advising Officers: Julie Ogley, Director of Social Care, Health and Housing (julie.ogley@centralbedfordshire.gov.uk),
Charles Warboys, Chief Finance Officer (charles.warboys@centralbedfordshire.gov.uk)

This report relates to a non-Key Decision

Purpose of this report

1. The report sets out the financial position of the Housing Revenue Account (HRA) and the Draft Budget for 2016/17. There are proposals relating to recent legislative changes, the debt strategy, investment potential and rent reduction.

RECOMMENDATIONS

The Executive is asked to approve the Draft HRA budget proposals for 2016/17, as set out in the report, as the basis for consultation with Overview and Scrutiny Committees and other interested parties.

Executive Summary

2. For the first time since Self Financing was introduced the Government has intervened radically in the financing of stock retained Authorities' HRAs. Previous guidance, published in 2014, stipulated increases to rents of inflation, measured by the Consumer Prices Index (CPI), plus 1% for a 10 year period. In order to reduce the spend on welfare (Housing Benefits), there are proposals in the Welfare Reform and Work Bill for social rents to reduce by 1% for each of the next 4 years.

3. It has been estimated that the rent reductions will result in a reduction of income of £12.7M over 4 years, and £219M over the 30 year Business Plan, compared to the previously approved Landlord Business Plan. Under separate proposals within the Housing and Planning Bill, from next year Local Authorities will also be required to transfer funds to Government, calculated on the basis that they will sell their high value void properties as they become vacant.
4. These challenges have led to a fundamental review of the Landlord Business Plan. Assumptions from the previous Medium Term Financial Plan (MTFP), concerning debt interest rates and inflation on revenue expenditure, have been refreshed to better reflect current economic indicators. Revenue efficiencies of £0.853M for 2016/17 have been identified to mitigate the effect of reduced rental income, and Reserves have been maintained to address potential demands from Central Government in relation to the sale of high value voids.
5. The Council is using the HRA to build and manage homes. It has a programme for new build homes that will address demographic pressures by significant investment in Independent Living schemes. As part of a strategic and balanced approach, there is also a commitment to repayment of the Self Financing debt of £165M. To date there have been no principal repayments, but since 2014 it has been envisaged that debt repayment would commence from 2017/18.
6. It is proposed to maintain this approach by repaying £9.73M over the 4 years between 2017/18 and 2020/21, with the entire debt being repaid within the 30 year Business Plan period. In adopting this strategy the Council would reduce the risk from refinancing at a potentially higher rate of interest than it is currently benefiting from.
7. The Landlord Business Investment Plan has been revised, to take account of the reduced funding available, in partnership with the Tenant Investment Panel. Central to the Investment Plan is a commitment to stock protection as a first priority, to ensure that the existing stock continues to be maintained and modernised so that it remains fit for purpose, delivering safe, good quality accommodation.
8. The recent Sheltered Housing Review has identified a number of schemes that need to be modernised, or entirely renewed, and tenants are committed to delivering the outcomes from the review. Following consultation with tenants a number of capital programmes have been identified to enhance the existing stock and estates, with a value of £16.6M over 6 years. This represents additional funding above that required to maintain the stock in good condition, estimated at £37.1M.

9. Many regeneration schemes, including the garage site redevelopment strategy, have been identified. Against the background of the reduced surpluses available, innovative delivery approaches are being considered, for example bringing forward garage schemes to a point of planning consent and generating income from sale to a developer. It is proposed to focus surpluses and existing Reserves on providing fit for purpose, Independent Living solutions for older people, to address demographic pressures and enable efficiencies to Social Care budgets.
10. Assumptions concerning the tenure of new build developments have been reviewed. By significantly increasing the number of units for shared ownership and outright sale the Council can recycle capital investment and deliver more new build. If this approach is adopted it will enable the Houghton Regis Central project (estimated at £32M), incorporating circa 170 apartments for older people, retail facilities, a Community Hub and Heritage Centre. It will also be possible to regenerate the Crescent Court Sheltered Housing scheme.

Budget Objectives

11. The primary objectives of the 2016/17 Budget have been:
 - i. Reflect the financial implications of the rent reduction and make provision through Reserve balances for the impact of a prospective void sale levy from Government;
 - ii. Review long term assumptions concerning inflation on rental income and revenue expenditures, setting these at the estimated CPI+1% from year 5 of the Business Plan, and debt interest rates, setting these at 3.5% from year 6 (based on the latest longer term forecasts);
 - iii. Taking into account the items above, produce a sustainable plan which enables the Housing Service to achieve the objectives within the Housing Asset Management Strategy (HAMS), maintaining investment in the existing stock, yet expanding the new build programme and promoting regeneration;
 - iv. Maintain a realistic level of expenditure on management services including tenancy support to vulnerable people within our community;
 - v. Maintain HRA Balances at £2.0M, with a further contingency of £0.2M in the Major Repairs Reserve (MRR), this additional contingency being immediately available to address one off emergencies such as the provision of temporary accommodation and repairs required in the event of fire or other major incident;
 - vi. A continuing commitment to a value for money approach, underpinned by strong performance, delivered by reduced unit costs, increased income and enhanced business efficiency.

12. The Budget is based upon a range of economic, financial, operational and external assumptions that are presented separately in Appendix D.

Introduction

13. The HRA Budget balances priorities to maintain the existing assets with opportunities for new investment. A similar balance is sought between the Council’s strategic priorities, as well as tenant aspirations for improvement. In developing a draft HRA Budget, the aim is to achieve “win, win” (benefits optimisation) solutions that have tenant support and are aligned to the Council’s strategic priorities.
14. The HRA Budget for 2016/17 sits within the context of the thirty year Business Plan and so strikes a balance between current and future expenditure and income. The Business Plan includes annual budgets for the HRA Capital and Revenue programmes, incorporating management and maintenance costs and sums set aside for capital investment, both in the existing stock and new build. The Capital programme is financed from revenue contributions, Reserves, and capital receipts retained after housing pooling. An explanation of the pooling system is given under External Assumptions in Appendix D.
15. The brought forward balance of unapplied Capital Receipts was £3.451M as at 1 April 2015. The brought forward balances for other HRA reserves was £20.556M as at 1 April 2015, split between contingencies of £2.2M, an Independent Living Development Reserve of £11.962M and a Strategic Reserve of £6.394M.
16. By not repaying principal debt in the first 4 years following the self-financing settlement (2012), the Council has been able to use annual surpluses to build substantial reserves, which leave it in a better position to address challenges posed by the recent legislative changes. It has also been able to embark upon a major investment strategy that addresses the aspirations of existing tenants whilst expanding our offer to other residents across the whole of Central Bedfordshire.

Self Financing Loan Portfolio and Debt Strategy

17. **Table 1** below shows the constituent loans and interest rates applicable in 2015/16:

Loan Type	Amount £M	Maturity Date	Rate %	Annual interest payment £M
Fixed	20.000	2024	2.70	0.540
Fixed	20.000	2026	2.92	0.584
Fixed	20.000	2028	3.08	0.616
Fixed	20.000	2030	3.21	0.642
Fixed	20.000	2032	3.30	0.660
Fixed	20.000	2034	3.37	0.674
Variable	44.995	2022	0.71 (variable)	0.318
TOTAL	164.995		2.44 (average)	4.034

18. All loans have been taken on a maturity (interest only) basis. This approach enables money to be released, for investment purposes, in the early years of the Plan, without the need for principal debt repayments. The Council has saved a significant sum in the current financial year by taking 27% of its debt portfolio on a variable basis, as that rate has been confirmed at an average of 0.71% for the year. This is considerably lower than any of the fixed rate debt.
19. The current expectation in financial markets is for rates to remain very low in the short to medium term (1 to 3 years), and for longer term debt (30 years) to be available for the Council to borrow at a rate of 3.5%. However, interest rates are difficult to predict. Due to the size of the variable proportion of the debt, relatively minor increases in rates could have a significant impact, for example a 1% increase in the variable interest rate would incur an additional £0.450M cost per year.
20. It is worth considering the risk of interest rate increases when the Council comes to refinance some or all of the £120M of fixed rate debt that matures from 2024. It is unlikely that the Council will achieve the preferential interest rates available at the time of the Self Financing settlement. The Business Plan anticipates a gradual increase in the average interest rate so that by 2021/22 the average rate is 3.5%, and that this rate continues throughout the rest of the 30 year period.
21. As a means to reinforce the longer term viability of the Landlord Business Plan, it is proposed to commence principal debt repayment in 2017/18, with an intention to make annual repayments such that by 2021 £9.73M of the self financing debt is repaid. The current prediction is for full debt repayment after 30 years, which is the year 2045/46.
22. In order to avoid early redemption penalties, debt repayments that occur in the period to 2022 would be made from the variable rate proportion (£44.995M).

Landlord Business Investment Plan

23. The Business Plan allows the Council to have flexibility as to whether it repays debt in the early years of the plan or chooses to invest its surpluses, in the existing stock or new build. The debt strategy proposed above is designed to enable full debt repayment within the 30 year horizon of the Plan, taking into account prudent estimations of interest rates, inflation on expenditure and income, and Right to Buy (RtB) sales, whilst also delivering annual surpluses for investment.

24. In taking this approach, the HRA is forecast to have sufficient funds available to undertake approximately £48M of additional investment, over and above that required to maintain the stock in good condition (circa £37M), in the next 6 years. The situation prior to the rent reduction, as reviewed in last year's Budget report, was for £65M of additional investment, so there has been a considerable scaling back of the programme due to the reduction in funds available.
25. During 2015/16 the Tenant Investment Panel (TIP) has established formal terms of reference and is gaining in confidence, engaging with tenants on the future investment potential so that their priorities are taken into account and reflected in the Investment Plan.
26. Whilst the latest stock condition survey confirmed that our stock is generally in good condition, there are areas where the stock would benefit from additional investment, modernisation, or improvement. The Sheltered Housing Review, undertaken in partnership with tenants, has revealed that several schemes are in need of modernisation. There are opportunities to improve car parking on many estates and to enhance the communal green spaces surrounding blocks. Lighting in communal areas requires updating, including the installation of Passive Infra Red (PIR) sensors to save energy.
27. The Investment Plan is a 6 year budget projection for the HRA Capital programme, formed following consultation with the TIP. It was established as part of the budget build process last year to support a co-ordinated and balanced approach to capital investment. This has led to an increase in the number of individual projects within the HRA Capital programme so that a full spectrum of objectives can be addressed, to enhance and expand existing stock.
28. Additional investment in the existing stock has been taking place during 2015/16. It is forecast that £0.7M will be spent on communal/PIR lighting, £0.3M on Sheltered Housing refurbishment, £0.2M on design and planning at Croft Green, £0.125M on parking schemes, £0.1M on green space improvements, and £0.1M on projects identified by the TIP. A further £0.075M is forecast to be spent on targeted door replacements: where doors are nearing the end of their useful life a new door is fitted for the safety and security of vulnerable tenants.
29. Construction work at Croft Green, Dunstable, is due to commence in the summer of 2016, with completion due at the end of 2017. The project will involve demolishing an outdated block of bedsit flats and replacing it with a high quality facility built to modern accommodation standards with adaptable communal spaces. 9 units will be replaced with 23 and the scheme will provide a central facility for the use of tenants of other schemes. The proposed budget is £4.015M.

30. The Sheltered Housing Review has identified a number of schemes that are in need of major regeneration. Whilst the overall resources available to the Council have reduced due to changes in Government policy, the current cash flows within the Business Plan could release an additional £10M, available in years 5 and 6 of the Investment Plan.
31. Crescent Court is a 21 unit Sheltered scheme, built in the 1960s/1970s, that is no longer fit for purpose but is based on a large plot in an excellent location in Toddington, close to local amenities and services. Initial design work suggests that a modern, well designed facility with excellent communal space and facilities could increase capacity to 46 units. It is proposed to enable the financing of the scheme by offering a proportion of units (circa 26) for sale, with 20 units for affordable rent.
32. Over the 4 years of the MTFP the proposed additional investment in existing stock amounts to £5.6M, and over 6 years it totals £16.592M. The Plan seeks to balance improvements and regeneration of existing stock with other Council objectives, in particular enhancing Central Bedfordshire by providing new homes, especially homes that will help to protect and improve the lives of more vulnerable people in the community and meet the challenges posed by demographic changes.
33. The Priory View Independent Living development in Dunstable, which is due to complete in early 2016, demonstrates the potential for HRA investment to extend the Council's portfolio of housing, mitigate the effect of Right to Buy (RtB) sales, and address the under provision of Independent Living accommodation for older people, which is both a local and national issue as a result of demographic change.
34. Proposals for a new Independent Living scheme at Houghton Regis were outlined in the HRA Budget report from last year. At the time the Investment Plan made provision for a net spend (after potential Government grant funding) of £26.050M. Given the scale of the scheme, and recent increases in construction industry costs, it is proposed to increase this allocation to £29.476M net spend.
35. Whilst the scheme was always envisaged as mixed tenure, the reduction to HRA income has meant that to realise the full extent of the development potential of circa 170 units, together with an improved retail, community hub and heritage offer, the Council will need to consider offering a high proportion of units for sale. It is proposed that approximately 50% of units at this development are offered for sale, so that a large proportion of the initial cost of the scheme can be recycled.
36. 2015/16 has been a landmark year for the Council, as it has seen the first new Council homes being built for a generation. As well as the 83 units at Priory View, the development of 4 new homes at the former garage site at Creasey Park in Dunstable is due to complete in January 2016.

In addition to the £0.6M invested at Creasey Park the Council forecasts expenditure of £0.625M on the purchase of homes and development sites in the northern part of the Council area.

37. The Investment Plan formulated last year made significant provision for redevelopment of the garage blocks, and for other renewal schemes that would enable the remodelling of stock that no longer meets the needs of prospective tenants, such as bedsits, or improvements to HRA shops with flats above them. Schemes will be analysed with a view to bringing forward those that are most viable, or deliver the greatest community benefit, to a design and planning stage, with an open minded approach to delivery which could involve onward sale.
38. An amount of £2.307M has been made available for new homes over the next 4 years (£2.409M over 6 years). The majority is currently set aside for the purchase of properties in the northern part of the Council area, to mitigate the effect of increasing demand for temporary accommodation and to provide a model of accommodation based support for vulnerable people. These units could in time provide family or multiple occupancy accommodation for Council tenants. In the short term they will help to ease pressure on General Fund budgets.

Landlord Business Plan & Reserves

39. **Table 2** below shows a summary of the Plan for the period of the Council's MTFP.

£M	2016/17	2017/18	2018/19	2019/20
Income	(28.9)	(28.7)	(28.5)	(28.4)
Spending on Revenue	15.3	14.8	14.7	14.9
Direct Revenue Financing*	5.1	2.4	2.0	0.0
Debt costs (interest)	4.1	4.3	4.5	4.6
Debt repayment (principal)	0	1.4	1.6	2.9
Efficiency Savings	(0.9)	(0.3)	(0.2)	(0.1)
Contribution to ILDR**	5.2	6.0	5.8	6.0
Contribution to SR***	0.1	0.1	0.1	0.1
Net Balance	0.0	0.0	0.0	0.0

* Financing of Capital programme by Revenue

** Independent Living Development Reserve

*** Strategic Reserve

40. **Table 3** below shows a summary of the balances predicted to be available in Reserves as at 1 April 2016, together with transfers to and from Reserves over the period of the MTFP.

£M	2016/17	2017/18	2018/19	2019/20
<i>Independent Living Development</i>				
Balance b/fwd	6.5	11.4	8.2	4.0
Contributions to Reserve	5.2	6.0	5.8	6.0
Allocations from Reserve	(0.3)	(9.2)	(10.0)	(10.0)
Balance c/fwd	11.4	8.2	4.0	0.0
<i>Strategic</i>				
Balance b/fwd	7.1	5.4	3.2	3.2
Contributions to Reserve	0.2	0.1	0.1	0.1
Allocations from Reserve	(1.9)	(2.3)	(0.1)	(0.3)
Balance c/fwd	5.4	3.2	3.2	3.0
<i>Major Repairs</i>				
Balance c/fwd	0.2	0.2	0.2	0.2
<i>HRA Balances</i>				
Balance c/fwd	2.0	2.0	2.0	2.0
TOTAL c/fwd	19.0	13.6	9.4	5.2

Efficiency and Value for Money

41. The Landlord Business turnover, or annual rent debit (before void loss), was £29.370M in 2014/15. Total current and former tenant arrears were £0.926M at the year end, with current arrears at £0.5M or 1.70% of the annual rent debit. The figure of 1.70% is a 0.3% positive variance against a target of 2.0%. Former tenant arrears were £0.426M, or 1.45% of the annual rent debit, against a target of 1.0%.
42. A significant proportion of the current tenant arrears (£0.290M or 58%) was less than 8 weeks old, and generally related to minor timing issues between rents becoming due and payments being made. An increased focus has been given to former tenant arrears during 2015/16, with dedicated officer resource applied to maximise recovery of this debt.
43. Importantly, arrears will only become a cost to the HRA when they are written off, or when additional provision is made to allow for the possibility of bad debts being written off. The provision has been increased steadily since 2013/14 to allow for the potential threats posed by Welfare Reform, increasing from £0.380M to £0.514M. This provision has only been partially utilised during the last 2 years, with £0.064M written off in 2013/14 and £0.051M written off in 2014/15.
44. Housing Management teams have implemented a pro-active approach to managing rent arrears. This includes early intervention, downsizing where necessary, increased contact with residents, supporting tenants in making the right decisions regarding payment of rent and strong enforcement action when all other options have been exhausted.

The position for arrears represents a significant achievement when considered in the context of the Welfare Reform measures which took effect from 1 April 2013. This reflects both the strategic approach to debt recovery described above and the commitment of staff.

45. Benchmarking analysis, undertaken on an annual basis since 2010, has provided activity-based comparisons with other providers on cost, quality and performance. This exercise has produced options for efficiency savings across the service, leading to reduced revenue cost.
46. The analysis provided by benchmarking has assisted the Service to identify the areas where budgets are higher relative to other authorities. The benchmarking work has been a tool to point to areas where the Service can look to improve. This has enabled efficiencies in staffing, reduced re-let periods, increased income and reduced repair costs.
47. The 2015/16 HRA efficiency programme is on target to deliver £0.160m of savings. A more extensive efficiency programme has been created to address reductions in rental income, incorporating £0.853M of savings in 2016/17, and further savings throughout the Plan period.
48. The majority of efficiency savings for 2016/17 (£0.598M) have been identified within the maintenance budgets, where a more proactive approach to repairs management has been instituted to enable the Council to get best value from contractors. Void repairs have been targeted for efficiencies, by ensuring the void standard is not exceeded.
49. Various projects are underway to maximise the functionality of the Housing (QL) system, delivering better tenancy sustainment and knowledge of our stock. A major element of the efficiency programme will be the modernisation programme, involving the movement towards a digital working environment, with less reliance on paper records and more capability to update systems while out of the office and on estates or with customers. In the meantime self service will be promoted to those customers who choose to interact in that way.

Rent reduction

50. Rental and service charge income are the main funding sources for the HRA. Prior to the changes announced by Government in July 2015, the Business Plan assumed that rents would rise in accordance with the previous guidance issued in 2014. That guidance sought to give Councils assurance of their future rental income by setting the rent increase at Consumer Prices Index (CPI) + 1% for a 10 year period commencing in 2015/16. **Table 4** illustrates the yearly effect of a 1% reduction on rents, when compared to the previous assumption.

Rent (net of void loss)	2016-17	2017-18	2018-19	2019-20	TOTAL
	£M	£M	£M	£M	£M
3.5% increase	28.2	29.1	30.2	31.2	118.7
1% reduction	26.9	26.6	26.4	26.1	106.0
Reduction in Revenue	1.3	2.5	3.8	5.1	12.7
% Reduction in Revenue	4.5%	8.7%	12.5%	16.3%	10.7%

51. The Plan has been adapted to accommodate the 1% reduction in rent for each year of the MTFP. The Chancellor has announced that after the 4 years of rent reductions, the guidance will return to CPI + 1%. However, the rent reduction has led to increased caution surrounding the longer term future of rent setting so the Business Plan has taken a prudent view of future increases and assumed 2% from year 5 to 30, equivalent to CPI at 1% plus 1%.

52. The new policy interrupts the journey towards all tenants paying a rent for their home that is determined by a 'formula'. This approach to rent setting had already been diluted for 2015/16 as all rents increased by CPI+1%, regardless of whether a tenant was on the formula or the lower, transitional rent. However re-lets currently continue to be made at formula rent. This practice will cease from 2016/17 as new tenants will pay 1% less than the rent charged at their property in 2015/16.

53. Approximately 37% of all the Council's tenancies are funded entirely by Housing Benefit, so this group will gain no benefit from the rent reduction. Whilst other tenants will benefit, this will lead to a widening of the gap between Council rents and those in privately rented homes, where supply has not kept pace with demand and rent increases over the next 4 years are likely. Council rents are currently approximately 55% of private sector rents, but by 2020 it is likely that the gap between private sector and Council rents will have increased further.

54. Since 2013 a provision, referred to as "Financial Inclusion", has been made in the budget to support tenants who experience hardship. This resource has been used to provide financial advice and tackle debt and money management problems. It is also used to enable individual solutions to be achieved, for example to facilitate moves that enable tenants to downsize to smaller sized accommodation. It is proposed to increase this provision by £0.396M for 2016/17.

55. Part of this increase (£0.326M) will be used to address potential pressures from the roll out of Universal Credit, which will affect a proportion of tenancies from February 2016 and involve the payment of all benefits directly to tenants. By providing extra resources, to assist tenants who are not used to budgeting, and to assist tenants with the cost of moving to more appropriate accommodation, Housing Management teams can reduce the risk of increased arrears resulting from direct payments and the removal of the spare room subsidy, thereby sustaining tenancies and freeing up homes for families.

56. The Authority has entered into an agreement with the Secretary of State to use HRA resources to make Discretionary Housing Payments (DHP) to Council tenants, where formerly these were funded from the Government Grant allocation. This assists tenants who are under occupying, but where it may not be appropriate to downsize. It is estimated that this will cost an additional £0.07M.
57. It is proposed that rents are set in line with Government legislation, a reduction of 1% for Central Bedfordshire Council tenants, for 2016/17. The proposed rent reduction will result in an average decrease per week of £1.11 from the 2015/16 average weekly rent of £110.59 to £109.48. At a time of significant investment in the Housing stock, amounting to £62M over the MTFP, the current level of rent and the proposed reduction represent excellent value for money for tenants.

Sale of High Value Void Properties

58. Government has announced the extension of RtB to Housing Association tenants. This would involve offering qualifying Housing Associations tenants a discount, which will be funded via the sale of high value void properties by stock retained Authorities. The proposal has been reaffirmed in the Housing and Planning Bill.
59. Government are currently gathering data on property values and vacancy rates from all stock retained Authorities. The legislation proposed will not force Authorities to sell their high value voids, but does make provision for Government to calculate “the market value of the authority’s interest in any high value housing that is likely to become vacant during the year” and collect this payment less allowable costs, the nature of which will be set out once a determination is made.
60. The determination must be made before the financial year to which it relates, but at this point it is impossible to know the formula that will be used or the amount that will be due from Central Bedfordshire. As with any estimation of future activity, the actual void rate and financial value of voids will differ from the calculation made by Government.
61. The Council will need to consider its strategy in relation to this legislation. Even if sufficient high value voids materialise, to enable sales income to cover the amounts that will be due, it may not necessarily be the best option to sell some or all of the properties concerned, as they may provide a better longer term return to the Business Plan than the value of the capital receipt.
62. Given this uncertain context, the Business Plan has been constructed to ensure that sufficient funds are available in Reserves to offset the risk that income from void sales will not equal or exceed the amount determined by Government as due from Central Bedfordshire Council.

Pay to Stay Proposals

63. The Government has decided that social housing tenants with household incomes above £30K (£40k in London) will be required to pay an increased level of rent for their accommodation, either up to a full market rent or at some level between their existing level of rent and the full market rent. Money raised by local authorities through increased rents will need to be returned to the Exchequer.
64. The proposals have recently formed part of a consultation process and will not be implemented before April 2017, however they are worthy of attention as the implementation will involve considerable additional administration. Whilst approximately 70% of tenancies receive an element of Housing Benefit, and therefore would be very unlikely to exceed the £30K limit, that would still leave approximately 1,500 tenancies where the Council would need to apply this policy.
65. Consideration will be needed as to the best approach to take to implement this policy. The consultation states that although local authorities will be permitted to “recover any reasonable administrative cost...we expect that the type and level of costs that can be retained will be prescribed...[and]...the additional administrative resource that is likely to be required is staff time in operating the scheme”.
66. Further guidance will follow from Government concerning implementation and the amount of administrative costs that can be claimed. It is hoped that the net financial effect would be neutral to the Council, but implementation of the policy will pose challenges.

HRA Capital Programme

67. The Draft 2016/17 – 2019/20 HRA detailed Capital programme is attached at Appendix C. The programme is financed by capital receipts from Right to Buy (RtB) and land sales, contributions from retained rentals (revenue contributions), and contributions from Reserves. A breakdown of financing is shown in Appendix A.

Engagement with Overview & Scrutiny Committees and Tenants

68. The draft HRA Budget report will be presented to the Social Care, Health & Housing Committee on 25 January 2016 and Corporate Resources Committee on 2 February 2016. Consultation with the Tenant Investment Panel (TIP) over the Investment Plan occurred during the autumn of 2015, resulting in a number of minor alterations that reflected tenant priorities, for example increased provision for stock remodelling schemes, garage site assembly and new windows.

69. Tenant involvement in the budget process has been greater than in previous years. Tenants were keen to be informed of the legislative changes and the impact on the Investment Plan, and then to have an influence over the revisions required. The draft Budget and Investment Plan will be presented to the Way Forward Panel, Sheltered Tenants Action Group (STAG) and TIP on 14 January 2016.
70. Feedback from these tenant groups will appear in the final budget report, as will all comments received from stakeholders engaged with during the consultation on the Draft HRA Budget.

Council Priorities

71. The proposed actions support the Council's priority to enhance Central Bedfordshire by managing growth effectively and balancing regeneration aims with growth, through investment to promote economic benefit, employment and renewal. At the same time, improvements are focused on enhancing the living conditions of the more vulnerable members of the community.

Corporate Implications

Legal Implications

72. The Budget sets out the resources that are required to enable the authority to discharge its statutory obligations as a Landlord Business.

Financial Implications

73. These are set out within the report. The Business Plan shows that rental income will exceed the anticipated costs of managing the stock over 30 years, which will provide annual surpluses that will create opportunities for new investment, whilst repaying debt (£165M).

Equalities Implications

74. There are no Human rights or equality implications arising directly from this report, although the re-provision and re-modelling of sheltered and general needs housing would be subject to Equalities Assessment.

Risk Management

75. In considering the budget proposals, it is necessary to take account of the associated risks and in particular the budget planning assumptions contained within Appendix D attached. Any changes to these could impact on the financial position of the HRA Business Plan.

76. Given the sudden and unexpected change in rent policy announced in the Emergency Budget of July 2015, there can be little long term certainty in terms of Government rent policy. Whilst latest guidance indicates that rent setting may return to CPI+1% from 2020, rental income in the Business Plan has been assumed to rise at 2% per year from year 5 to year 30, equivalent to CPI at 1% + 1%. Whilst this has the potential to be understated over the longer term, this cautious approach reflects current uncertainty, and will be reviewed on an annual basis along with all the assumptions in Appendix D.
77. The opening balances on Reserves, over and above the contingency of £2.2M, are predicted to be £13.6M as at 1 April 2016, with contributions from Reserves amounting to only £2.2M to fund investment in the year 2016/17. The estimated balance in Reserves, excluding contingency, as at 31 March 2017, is £16.8M. Whilst most of this amount is provisionally earmarked for the schemes proposed in the Investment Plan, it could if required be diverted to address shortfalls in amounts due to Government in relation to the sale of high value voids.
78. Another key risk is in relation to the HRA Debt Strategy. The current average rate of interest on HRA debt is 2.44%. Increases to interest rates would have an immediate effect on the variable rate loans, and could have an impact on refinancing costs for the fixed rate loans that mature from 2024. Close monitoring of financial market conditions, allied to a consideration of principal debt repayment, is required to deliver a debt strategy that will support the Landlord Business Plan.
79. There are risks that relate to income collection, arising from Welfare Reform, in particular the spare room subsidy and introduction of Universal Credit. The mitigation of the spare room subsidy is a proactive approach being taken to enable tenants to move. During the current year, 9 new tenancies have been created through enabling Mutual Exchanges and Transfers, so that people are able to secure accommodation that they can afford to occupy in the long term. The Council is committed to being customer focussed, supporting community self reliance and providing a high quality housing management service that mitigates risk in this area.
80. The Housing Service is informing tenants of Benefit changes and allocating additional staff resources to monitoring and controlling arrears and supporting tenants to manage their income. The Landlord Business has improved performance on collection and re-letting properties. The Service is getting closer to customers, having established an approach known as “tenancy sustainment”.
81. There is a further risk that future Right to Buy (RtB) sales will reach levels that adversely affect the Business Plan, by significantly reducing income streams. The government is committed to helping those tenants with an aspiration to own their own home and, to further this aim, the discounts available under RtB were increased in April 2012.

82. The current maximum discount is £77,900, and this rises each year in line with inflation. From July 2014 the maximum percentage discount for tenants living in houses increased from 60% to 70%, to provide parity with those purchasing their own flats, and from May 2015 the qualifying period for the RtB was dropped from 5 to 3 years.
83. Whilst there has been an increase in RtB sales since April 2012, with 28 sales in 2014/15 and 17 in the financial year up to the end of October 2015, this represents a small percentage of the stock of approximately 5,100 homes. For further information, see Appendix D.

Community Safety

84. The options set out in the report provide opportunities to work with community safety partners to ensure the best outcomes.

Sustainability

85. Investment in the housing stock and specifically the proposed mixed tenure, mixed use Independent Living scheme in Houghton Regis will contribute to regeneration across Central Bedfordshire and provide wider economic benefits and employment.

Conclusion

86. It is forecast that the HRA will have a total of £15.805M in its Reserves as at 31 March 2016, comprising £6.472m in the Independent Living Development Reserve, £7.133M in the Strategic Reserve, and £2.200M of contingencies. In addition it is forecast that £3.351M will be available for capital investment from unapplied Capital Receipts.
87. The Priory View Independent Living development is due to be completed in January 2016, offering 83 affordable, modern and aspirational homes to some of the more vulnerable members of the community. Along with the development at Creasey Park, these properties represent the first Council new build in over 30 years, and a great achievement. The Council is also developing a Home Ownership offer to those interested in becoming shared owners, and will expand this to those who wish to buy outright the home built by the Council.
88. There are lessons to be learned from the building of new Council stock and it will take 3-5 years to establish a track record of delivery and, importantly, to establish a development and delivery infrastructure. This process is already well under way with a small Development Team within the Asset Management service. That team will deliver new build schemes, and also will bring forward brownfield sites potentially for sale, or development working closely with partners. The material point is that development is not constrained to what can be delivered with HRA resources. The team will bring forward schemes and seek to innovate in terms of funding and delivery on site.

89. Government legislation has been designed to facilitate a reduction in the Housing Benefits bill and extend the RtB to Housing Association tenants, the latter being funded mainly from the sale of high value void local authority properties. This has had both a quantifiable impact (in terms of the rent reduction), and an impact that is harder to assess (pending the determination related to the sale of high value voids).
90. This has been addressed by a thorough examination of both the Revenue Account and the Investment Plan. The resulting strategy balances a prudent approach to risk against the opportunities that continue to exist, thanks in part to the careful management of resources both before and after the introduction of Self Financing.
91. Careful monitoring of the impact of the legislative changes will be required and a strategy will be considered to address the challenges posed, in particular by the potential sale of high value voids. In the meantime, until more is known, it is proposed to maintain significant Reserves that could be used to develop life changing facilities and properties, such as those proposed at Houghton Regis Central. In the short term they are available to address unknown financial liabilities.
92. A balance is always to be struck between maintaining the stock in good condition, delivering new homes, regeneration projects, and making progress towards repayment of the self financing debt, so that future generations are not constrained by debt servicing costs. The current Business Plan continues the commitment to debt repayment, commencing in 2017/18 with a view to full debt repayment by 2046.
93. Consultation with tenants, in particular the TIP, has helped to shape a balanced approach, and engagement will continue to evolve, in the hope that greater numbers will wish to be aware of and influence the investment decisions. The commitment to operate as a Landlord Business across Central Bedfordshire has been reaffirmed by tenants.
94. As a modern Landlord Business, operating in the self financing era, the Council has good reason to be confident, to manage risk and deal with uncertainty. The Landlord Business is providing customers with a contemporary offer known as Independent Living. The teams are ambitious. They perform well and deliver excellent customer service. The Landlord Business will continue to pursue its central purpose, to build and manage homes, whilst seeking to innovate and to develop new areas of business opportunity, so as to mitigate the impact of rent reductions and other changes to Government Policy.

Next Steps

95. A period of public consultation will commence from January 2016.

96. Overview and Scrutiny Committees will consider the Budget proposals in their January 2016 cycle of meetings and comments will be included in the final Budget report to be presented to Council at its February 2016 meeting.

Appendices

97. The following Appendices are attached:
- i. Appendix A: 30 year forecast of Housing Service capital and revenue expenditure; and also income, which is the summary of the Landlord Business Plan
 - ii. Appendix B: Summary of the Business Plan for the period 2016-2022
 - iii. Appendix C: 2016/17 – 2019/20 Housing Revenue Account (HRA) detailed Capital programme
 - iv. Appendix D: HRA Budget Assumptions

Background Papers

98. The following background papers, not previously available to the public, were taken into account and are available on the Council's website:
- None

LANDLORD BUSINESS PLAN

Revenue Account	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026-46	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Income	(28,924)	(28,729)	(28,480)	(28,357)	(28,923)	(29,500)	(30,089)	(30,690)	(31,303)	(31,928)	(791,040)	(1,087,962)
Expenditure												
Housing Management	5,761	5,752	5,689	5,657	5,733	5,747	5,759	5,767	5,771	5,772	107,529	18,785
Financial Inclusion	596	601	637	673	687	700	714	729	743	758	34,897	57,132
Asset Management	1,197	1,221	1,235	1,250	1,275	1,301	1,327	1,353	1,380	1,408	99,792	3,319
Corporate Services	2,047	2,047	2,047	2,047	2,088	2,130	2,172	2,216	2,260	2,305	196,719	(6,953)
Maintenance	5,506	4,971	5,039	5,109	5,165	5,170	5,174	5,176	5,176	5,175	131	134
Debt Related Costs	119	119	119	119	121	124	126	129	131	134	196,719	(6,953)
Direct Revenue Financing	5,121	2,445	1,986	0	0	1,513	5,641	5,878	6,123	6,375	196,719	(6,953)
Landlord Service Efficiency Programme	(853)	(265)	(235)	(75)	(200)	(207)	(214)	(222)	(230)	(238)	196,719	(6,953)
Total Expenditure	19,494	16,891	16,518	14,781	14,869	16,478	20,699	21,025	21,356	21,690	511,219	695,020
Net Operating Expenditure	(9,430)	(11,838)	(11,961)	(13,576)	(14,054)	(13,022)	(9,390)	(9,665)	(9,947)	(10,238)	(279,821)	(392,942)
Interest payments	4,067	4,292	4,491	4,568	5,250	5,434	5,381	5,322	5,254	5,175	63,486	112,720
Debt Repayment	0	1,460	1,580	2,850	3,840	1,508	1,709	1,943	2,243	2,313	145,549	164,995
Net surplus	(5,363)	(6,086)	(5,890)	(6,158)	(4,964)	(6,080)	(2,300)	(2,400)	(2,450)	(2,750)	(70,785)	(115,226)
Memorandum												
Debt Repayment Profile												
Capital Financing Requirement (CFR) b/fwd	164,995	164,995	163,535	161,955	159,105	155,265	153,757	152,048	150,105	147,862	145,549	0
Increase in CFR (int/ext borrowing)	0	0	0	0	0	0	0	0	0	0	0	0
Reduction in CFR (principal repayment)	0	(1,460)	(1,580)	(2,850)	(3,840)	(1,508)	(1,709)	(1,943)	(2,243)	(2,313)	(145,549)	0
CFR c/fwd	164,995	163,535	161,955	159,105	155,265	153,757	152,048	150,105	147,862	145,549	0	0
Independent Living Development Reserve												
Balance Brought Forward	(6,472)	(11,377)	(8,148)	(3,944)	0	0	0	0	0	0	0	0
Contribution to Reserve (from Net Surplus)	(5,200)	(5,957)	(5,791)	(6,056)	0	0	0	0	0	0	0	(23,004)
Contribution from Reserve (to fund expenditure)	295	9,186	9,995	10,000	0	0	0	0	0	0	0	0
Balance Carried Forward	(11,377)	(8,148)	(3,944)	0	0	0	0	0	0	0	0	0
Strategic Reserve												
Balance Brought Forward	(7,133)	(5,403)	(3,255)	(3,242)	(3,048)	(2,697)	(3,451)	(3,913)	(3,963)	(3,981)	(4,214)	(81,536)
Contribution to Reserve (from Net Surplus)	(163)	(129)	(99)	(102)	(4,964)	(6,080)	(2,300)	(2,400)	(2,450)	(2,750)	(60,099)	(81,536)
Contribution from Reserve (to fund expenditure)	1,893	2,277	112	296	5,315	5,326	1,838	2,350	2,432	2,517	64,109	0
Balance Carried Forward	(5,403)	(3,255)	(3,242)	(3,048)	(2,697)	(3,451)	(3,913)	(3,963)	(3,981)	(4,214)	(204)	0
Major Repairs Reserve												
Balance Brought Forward	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	0
Contribution to Reserve (from Net Surplus)	0	0	0	0	0	0	0	0	0	0	0	0
Contribution from Reserve (to fund expenditure)	0	0	0	0	0	0	0	0	0	0	0	0
Balance Carried Forward	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	0
HRA Balances												
Balance Brought Forward	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(10,685)
Contribution (to)/from Reserve	0	0	0	0	0	0	0	0	0	0	(10,685)	(10,685)
Balanced Carried Forward	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(12,685)	0
Unapplied HRA Capital Receipts												
Unapplied Capital Receipts b/fwd	(3,351)	(2,751)	(251)	(191)	(2,054)	(1,186)	(2,486)	(2,486)	(2,486)	(2,486)	(2,486)	(115,225)
Contribution (to) Capital Receipts	(3,400)	(1,500)	(4,140)	(8,140)	(5,500)	(6,300)	(1,100)	(1,100)	(1,100)	(1,100)	(22,000)	0
Use of Capital Receipts	4,000	4,000	4,200	6,277	6,368	5,000	1,100	1,100	1,100	1,100	22,000	0
Unapplied Capital Receipts c/fwd	(2,751)	(251)	(191)	(2,054)	(1,186)	(2,486)	(2,486)	(2,486)	(2,486)	(2,486)	(2,486)	0
Capital Programme												
Independent Living Development	295	9,186	9,995	10,000	0	0	0	0	0	0	0	29,476
Stock Protection & Other New Build/Regeneration	11,014	8,722	6,298	6,573	11,683	11,839	8,579	9,328	9,655	9,992	282,828	376,511
Total Capital programme	11,309	17,908	16,293	16,573	11,683	11,839	8,579	9,328	9,655	9,992	282,828	405,987
Financed by:												
Capital Receipts	4,000	4,000	4,200	6,277	6,368	5,000	1,100	1,100	1,100	1,100	22,000	56,245
Revenue Contributions	5,121	2,445	1,986	0	0	1,513	5,641	5,878	6,123	6,375	196,719	231,801
Contributions from Reserves	2,188	11,463	10,107	10,296	5,315	5,326	1,838	2,350	2,432	2,517	64,109	117,941
Total Capital programme	11,309	17,908	16,293	16,573	11,683	11,839	8,579	9,328	9,655	9,992	282,828	405,987

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LANDLORD BUSINESS PLAN

Revenue Account	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Income	(28,924)	(28,729)	(28,480)	(28,357)	(28,923)	(29,500)	(172,912)
Expenditure	19,494	16,891	16,518	14,781	14,869	16,478	99,030
Net Operating Expenditure	(9,430)	(11,838)	(11,961)	(13,576)	(14,054)	(13,022)	(73,881)
Interest payments	4,067	4,292	4,491	4,568	5,250	5,434	28,102
Debt Repayment	0	1,460	1,580	2,850	3,840	1,508	11,238
Net surplus	(5,363)	(6,086)	(5,890)	(6,158)	(4,964)	(6,080)	(34,541)
Memorandum							
Independent Living Development Reserve							
Balance Brought Forward	(6,472)	(11,377)	(8,148)	(3,944)	0	0	
Contribution to Reserve (from Net Surplus)	(5,200)	(5,957)	(5,791)	(6,056)	0	0	(23,004)
Contribution from Reserve (to fund expenditure)	295	9,186	9,995	10,000	0	0	
Balance Carried Forward	(11,377)	(8,148)	(3,944)	0	0	0	
Strategic Reserve							
Balance Brought Forward	(7,133)	(5,403)	(3,255)	(3,242)	(3,048)	(2,697)	
Contribution to Reserve (from Net Surplus)	(163)	(129)	(99)	(102)	(4,964)	(6,080)	(11,537)
Contribution from Reserve (to fund expenditure)	1,893	2,277	112	296	5,315	5,326	
Balance Carried Forward	(5,403)	(3,255)	(3,242)	(3,048)	(2,697)	(3,451)	
Major Repairs Reserve							
Balance Carried Forward	(200)	(200)	(200)	(200)	(200)	(200)	
HRA Balances							
Balanced Carried Forward	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	
							(34,541)
Unapplied HRA Capital Receipts							
Unapplied Capital Receipts b/fwd	(3,351)	(2,751)	(251)	(191)	(2,054)	(1,186)	
Contribution (to) Capital Receipts	(3,400)	(1,500)	(4,140)	(8,140)	(5,500)	(6,300)	(28,980)
Use of Capital Receipts	4,000	4,000	4,200	6,277	6,368	5,000	
Unapplied Capital Receipts c/fwd	(2,751)	(251)	(191)	(2,054)	(1,186)	(2,486)	
Capital Programme							
Independent Living Development	295	9,186	9,995	10,000	0	0	29,476
Stock Protection & Other New Build/Regeneration	11,014	8,722	6,298	6,573	11,683	11,839	56,129
Total Capital programme	11,309	17,908	16,293	16,573	11,683	11,839	85,605
Financed by:							
Capital Receipts	4,000	4,000	4,200	6,277	6,368	5,000	29,845
Revenue Contributions	5,121	2,445	1,986	0	0	1,513	11,065
Contributions from Reserves	2,188	11,463	10,107	10,296	5,315	5,326	44,695
Total Capital programme	11,309	17,908	16,293	16,573	11,683	11,839	85,605

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Central Bedfordshire Council
Medium Term Financial Plan 2016-17

Capital Programme

Housing Revenue Account (HRA) Capital Schemes

Stock Protection

Directorate	Scheme Title	2016/17 Capital Budget			2017/18 Capital Budget			2018/19 Capital Budget			2019/20 Capital Budget			Total Budget 2016/17 - 2019/20		
		Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000
HRA	General Enhancements	100		100	105		105	110		110	115		115	430	0	430
HRA	Garage Refurbishment	109		109	111		111	113		113	115		115	448	0	448
HRA	Paths & Fences Siteworks	110		110	110		110	110		110	146		146	476	0	476
HRA	Estate & Green Space Improvements	200		200	205		205	210		210	215		215	830	0	830
HRA	Energy Conservation	450		450	450		450	450		450	480		480	1830	0	1830
HRA	Roof Replacement	550		550	560		560	570		570	580		580	2260	0	2260
HRA	Central Heating Installation	710		710	738		738	748		748	753		753	2949	0	2949
HRA	Rewiring	565		565	580		580	600		600	617		617	2362	0	2362
HRA	Kitchens and Bathrooms	900		900	797		797	876		876	1000		1000	3573	0	3573
HRA	Central Heating communal	25		25	26		26	27		27	28		28	106	0	106
HRA	Door Replacement	292		292	290		290	290		290	290		290	1162	0	1162
HRA	Lift Replacement	100		100	55		55	56		56	58		58	269	0	269
HRA	Structural Repairs	250		250	230		230	220		220	180		180	880	0	880
HRA	Aids and Adaptations	450		450	425		425	425		425	430		430	1730	0	1730
HRA	Capitalised Salaries	500		500	510		510	520		520	530		530	2060	0	2060
HRA	Asbestos Management	360		360	320		320	330		330	340		340	1350	0	1350
HRA	Drainage and Water Supply	35		35	36		36	37		37	38		38	146	0	146
HRA	Fire Safety & Alarm Systems	102		102	104		104	106		106	0		0	312	0	312
HRA	Assisted Living Technology	65		65	65		65	0		0	0		0	130	0	130
HRA	Communal/PIR Lighting	660		660	40		40	0		0	0		0	700	0	700
HRA	New Windows	138		138	138		138	138		138	203		203	617		617
HRA	Targeted Door Replacement	20		20	20		20	20		20	20		20	80	0	80
Subtotal - Stock Protection		6691	0	6691	5915	0	5915	5956	0	5956	6138	0	6138	24700	0	24700

Future Investment

Directorate	Scheme Title	2016/17 Capital Budget			2017/18 Capital Budget			2018/19 Capital Budget			2019/20 Capital Budget			Total Budget 2016/17 - 2019/20		
		Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000	Gross Expenditure £'000	External Funding £'000	Net Expenditure £'000
HRA	Stock Remodelling	130		130	130		130	130		130	30		30	420	0	420
HRA	Parking Schemes	50		50	50		50	50		50	50		50	200	0	200
HRA	Investment Panel Programme	50		50	50		50	50		50	59		59	209	0	209
HRA	Houghton Regis Central	295		295	10547	-1361	9186	9995		9995	11361	-1361	10000	32198	-2722	29476
HRA	Garage Site Assembly	69		69	86		86	112		112	40		40	307	0	307
HRA	Croft Green	1824		1824	2191		2191	0		0	0		0	4015	0	4015
HRA	Sheltered Housing Refurbishment	200		200	300		300	0		0	256		256	756	0	756
HRA	New Homes, North Central Bedfordshire	2000		2000	0		0	0		0	0		0	2000	0	2000
Subtotal - Future Investment		4618	0	4618	13354	-1361	11993	10337	0	10337	11796	-1361	10435	40105	-2722	37383
Subtotal - Stock Protection		6691	0	6691	5915	0	5915	5956	0	5956	6138	0	6138	24700	0	24700
Grand Total		11309	0	11309	19269	-1361	17908	16293	0	16293	17934	-1361	16573	64805	-2722	62083

APPENDIX D

BUDGET ASSUMPTIONS: HRA BUDGET

The budget is based upon, and includes, the following key assumptions:

Economic

- i. For 2016/17, inflation of 1% on pay, inflation on supplies and services where contractually agreed, -1% on rental income in line with the latest Government guidance, and 1% on other (services) income;
- ii. Inflation of 1% on pay, inflation on supplies and services where contractually agreed, -1% on rental income and 1% on other (services) income, up until 2019/20, with 2% increase in rental income and expenditure in the following years;
- iii. An average interest rate on debt of 2.46% in 2016/17, 2.60% in 2017/18, 2.75% in 2018/19 and 2.82% for 2019/20. This reflects the known average interest on fixed rate loans and forecasts for variable interest rates used in the Council's Treasury Management Strategy.

Financial

- i. HRA Balances to remain at approximately £2M until such time as the debt is repaid, thereby reducing debt related costs rather than building up unnecessary levels of reserves;
- ii. Surpluses that remain after revenue expenditure, capital expenditure, principal debt repayment and debt interest costs are to be allocated to the earmarked reserve for Independent Living Development (ILDR) and the Strategic Reserve (SR). The SR is then available to support the Business Plan, e.g. for further investment;
- iii. 1% allowance for voids in the calculation of rental income over the Plan period. Voids performance is upper quartile, demonstrating the financial value of tenancy sustainment and reduction in re-let periods.
- iv. An Efficiency Programme that is set out within the Landlord Business Plan Summary, which identifies a saving of £0.853M against the cost of the Housing Service in 2016/17, and projects year on year savings over the life of the plan; and
- v. A prudent approach to treasury management with a debt profile balanced between an element of variable rate loans and fixed rate loans in accordance with the Council's Treasury Management Strategy.

Operational

- i. The plans for stock investment are in line with the stock condition survey data over a 30 year period;
- ii. The delivery of the priorities set out in the Housing Asset Management Strategy (HAMS); and
- iii. A continuing improvement in the Council's offer to tenants and leaseholders, as well as delivery of estate improvements and wider regeneration aims.

External – Changes to Right to Buy

- i. Potential loss of income arising from an increased number of Right to Buy (RtB) sales will not adversely affect the Landlord Service Business Plan.
- ii. New RtB discounts and proposals for re-investing the capital receipts came into effect from April 2012, with revisions in July 2014, which increase the maximum discount available to tenants from £0.034M to their current level of £0.078M. Further changes in May 2015 mean that tenants can execute their RtB after 3 years, as opposed to 5 years.
- iii. Central Government have increased the discounts in order to incentivise tenants to exercise their Right to Buy, as it is the intention to replace each property sold in this way with a new build property.
- iv. The self-financing settlement was based on the average level of RtB sales in the 4 preceding financial years, and therefore did not take into account the changes to discounts.
- v. Government have altered the Housing Pooling regulations to compensate Local Authorities for this change, so that the proportion of debt attributable to those extra properties sold by RtB, as a result of the increased discount, is deducted from the sale receipt prior to the calculation of the amount to be transferred (or "pooled").
- vi. The calculation of pooling also takes into account the receipts for the Council and Government as modelled into the self-financing calculations. The residual (or "surplus") receipt, after the allowance for debt attributable and receipts modelled in the self-financing settlement, is retained by the Council, under the strict condition that the Council facilitates new social housing on a one for one basis for each property sold.

- vii. For the additional properties sold as a result of increased discounts there is a resultant loss of rental income, which affects the 30 year cash flows in the Business Plan. However there will also be a reduction in expenditure on each of these properties, which will vary depending upon the archetype and condition of each property.
- viii. In the majority of cases, each property will add a financial value to the Business Plan so there is a loss experienced as a result of the extra RtB sales. The compensation for debt attributable to each property mitigates this loss, providing funds that can either be used for debt repayment or capital investment (with no requirement to fund one for one replacements).
- ix. As at the second quarter of 2015/16 the Council has useable HRA capital receipts of £4.291M, of which £2.361M is reserved for investment in one for one replacements
- x. Careful monitoring of RtB sales will be required. Current projections suggest that these will not have a material impact on the Business Plan, particularly if the number of new build properties exceeds the properties sold. However if annual RtB sales were to make up a significant percentage of the Housing Stock , such that it diminished by 10% or more over the period to 31 March 2020, then this would pose a threat to the surpluses predicted both in the medium and longer term.
- xi. If a high rate of sales continued into the medium term the viability of the Council's HRA Business Plan could be called into question as unit costs would be likely to increase.

Other

- i. Future governments will not re-open the debt settlement and increase the amount payable. The Government retained the power to re-open the settlement, and in many respects the legislative changes referred to in the main report amount to a re-opening of the settlement, as they impact significantly on the basis of the self financing calculation (e.g. assumptions for rent increases).

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Central Bedfordshire Council

EXECUTIVE

24 January 2015

Neighbourhood Planning

Report of Cllr Nigel Young, Executive Member for Regeneration and Business
(Nigel.young@centralbedfordshire.gov.uk)

Advising Officers: Jason Longhurst, Director of Regeneration and Business
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Sally Chapman, Development Plan Process Manager
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This report relates to a non-Key Decision

Purpose of this report

1. To update Members on the latest situation for Neighbourhood Planning in Central Bedfordshire and set out the statutory processes involved.
2. To seek delegated authority to process Neighbourhood Plans through Examination and Referendum and to make them at the end of the process.

RECOMMENDATIONS

The Executive is asked to delegate authority to the Director of Regeneration and Business, in consultation with the Executive Member for Regeneration, for:

1. publishing submitted Neighbourhood Plans and Neighbourhood Development Orders for comment;
2. appointing an Examiner in conjunction with the relevant body;
3. submitting the documentation for Examination;
4. following Successful Examination, proceeding to carry out a referendum; and
5. to 'Make' the Plan or Order, subject to the statutory stages as set out in paragraph 7 and the outcome of the referendum.

Overview and Scrutiny Comments/Recommendations

3. The Chairman of the Sustainable Communities Overview and Scrutiny Committee had been consulted and agrees that the proposals do not require review by the Committee.

Issues

4. Neighbourhood Planning was introduced by the Localism Act in 2011. A Neighbourhood Plan is a document which will set out local policies and allocations, and a Neighbourhood Development Order deals with a specific planning proposal on a specific site, or grants planning permission for a type of development such as change of use. Orders have been rarely used nation-wide and it is not envisaged that any will be forthcoming in Central Bedfordshire.
5. Neighbourhood Plans can establish a vision for an area along with general planning policies relating to the development and use of land in a neighbourhood. They should be about local issues and should focus on guiding development rather than stopping it. If 'made' a Neighbourhood Plan will become a statutory plan and be used in making decisions on planning applications.
6. Town and Parish Councils are the 'qualifying bodies' who can produce the Neighbourhood Plan. The plans can cover the whole town or parish, or even just part of it, and two or more parishes can work together to produce a joint plan if they wish to do so. A Neighbourhood Area has to be designated by the Council to allow Neighbourhood Plans to be drawn up by the Town or Parish Council.
7. The statutory processes for advancement of Neighbourhood Plans are set out in the Neighbourhood Planning (General) Regulations 2012. The statutory stages are as follows:
 - a. A Neighbourhood Area is formally designated.
 - b. The Draft Plan is publicised by the Qualifying Body who then take into account any comments received and change the Plan accordingly.
 - c. The Plan and accompanying documents are submitted to the Council for checking against the development plan, National Planning Policy and European Directive requirements.
 - d. The Plan is publicised for a 6 week period to enable any comments to be made for the Examiner to consider.
 - e. An independent Examiner is appointed and examination carried out.
 - f. If the Examiner recommends so, the Neighbourhood Plan is subject to Referendum within the Neighbourhood Area.
 - g. The Neighbourhood Plan is 'made' by the Council.

8. Seventeen Neighbourhood Areas have been designated so far and at least six parishes are well advanced in the initial stages. It is anticipated that at least 2 draft plans will be published by Parish Councils in the next few months. Ward Members will generally be involved in the process by the Parish and Town Councils and also have two opportunities to comment formally on the content of Neighbourhood Plans.

Reason for Decision

9. Once a Plan has been supported by a majority of those voting following a referendum, the Council has no other option than to 'make' the Plan under section 38A (A)(4) of the Planning and Compulsory Purchase Act 2004. The Council is not subject to this duty if (and only if) the making of the plan would breach, or otherwise be incompatible with, any EU obligation or any of the Convention rights (within the meaning of the Human Rights Act 1998). However, it is extremely unlikely that a non-compliant plan would have progressed to this stage. There are therefore no options open to the Council other than to 'make' the plan so that it will form part of the Development Plan.

Council Priorities

10. The relevant Priority is "Enhancing Your local Community - creating jobs, managing growth, protecting our countryside and enabling businesses to grow". Neighbourhood Plans will be able to allocate land for particular land uses and address locally specific planning issues.

Corporate Implications

11. The Localism Act 2011 and the Neighbourhood Planning (General) Regulations 2012 place new duties on local planning authorities in relation to Neighbourhood Planning. These new duties have considerable implications for staff resources and include taking decisions at key stages in the process; being proactive in providing advice to communities about neighbourhood planning; providing advice or assistance to a parish or town council, neighbourhood forum or community organisation that is undertaking neighbourhood planning.
12. The Council is also required to resource the Examination and Referendum both in terms of personnel and finance
13. The 'making of' the plan will not require any significant staffing implications in addition to those already employed by the Council. Officers in Development Management will be required to use the plan in decision making for planning proposals, but this will not add any significant resource pressures.
14. The risks are the Council failing to discharge its statutory responsibilities and failing to deliver the Council's priorities.

Legal Implications

15. Once the Neighbourhood Plan is adopted, it will become part of the Development Plan and will constitute a material planning consideration to be taken into account when determining applications made in respect of the Neighbourhood Area.

Financial Implications

16. In recognition of the additional burdens that these duties place on local planning authorities, DCLG has made available grants to local planning authorities up to £30,000 for each neighbourhood plan. The payment of the Extra Burdens Grant is phased so that £5,000 is available when the neighbourhood area is designated; a further £5,000 when the plan is submitted and publicised; and the final £20,000 following successful examination. The grant income is not confined to each specific plan therefore income can be spread across several plans. However, the grant can only be claimed after designation, examination and referendum.
17. The costs to the Council of taking a Neighbourhood Plan through the statutory processes of examination and referendum will depend upon the complexity and scale of the plan.
18. Grant income already received through the designation of neighbourhood areas will contribute towards the first neighbourhood plan that is put through examination and referendum. Once the first plan goes through the process, the financial implications will be reviewed. It is expected that the grant income will cover all costs of the Neighbourhood Plan process.

Equalities Implications

19. Central Bedfordshire Council has a statutory duty to promote equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of nine protected characteristics; age disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
20. Neighbourhood Plans are required to conform to the requirements of the Human Rights Act 1998. This includes protection from discrimination. Information can be provided to Town and Parish Councils setting out the equality issues that need to be considered as part of the planning process.

Sustainability

21. Neighbourhood Plans are required to support sustainable development as set out in the National Planning Policy Framework. Plans including major developments or in very sensitive areas will be assessed under the European Strategic Environmental Assessment requirements. Neighbourhood plans present local communities with the opportunity to shape and steer sustainable development that benefits their area.

Conclusion and next Steps

22. It is likely that a number of Neighbourhood Plans will be formally submitted in 2015/16 and that the number will rise over time. In order to expedite the putting in place of these plans, delegation of the stages will enable to officers to bring these plans into place as soon as possible.

Appendices

None

Background Papers

None

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Central Bedfordshire Council

Executive

12 January 2016

Proposed Drainage Byelaws for Flood Risk Management

Report of: Cllr Brian Spurr, Executive Member for Regeneration and Business
(Email: brian.spurr@centralbedfordshire.gov.uk)

Advising Officers:

Director - Jason Longhurst, Director of Director of Regeneration and Business Support. Email: Jason.Longhurst@centralbedfordshire.gov.uk ,
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Lead Officer - Peter Keates, Head of Development & Regulation.
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This report relates to a Key Issue

Purpose of this report

1. To agree to make byelaws in connection with drainage matters to assist the Council in meeting its statutory duties and in its role to help reduce the risk of flooding for local communities.

RECOMMENDATIONS

The Executive is asked to:

1. endorse the proposal to make drainage byelaws as set out in Appendix 1; and
2. to recommend to Council to adopt the byelaws following completion of the stakeholder consultation.

Overview and Scrutiny Comments/Recommendations

2. Discussion has taken place with the Chairman of the Sustainable Communities Overview and Scrutiny Committee who has agreed that the proposals do not require review by the committee.

Executive Summary

3. The Council is intending to use its powers under the Flood and Water Management Act 2010 to implement local drainage byelaws to help it carry out its duties effectively and in doing so assist in reducing flood risk for local communities.
4. The making of byelaws is a policy matter reserved to full Council in the Constitution. This report seeks authorisation to begin the process of byelaw making by carrying out a consultation exercise. Following a formal consultation period the Council will undertake the decision whether or not to make the byelaws.
5. The primary purpose of these byelaws is to ensure efficient drainage within the Council's area. The associated benefits of making the proposed byelaws are outlined in detail throughout this report but can be summarised as follows:
 - Managing and reducing flood risk.
 - Improving water quality.
 - Improving biodiversity.
 - Ensuring drainage infrastructure will be maintained and adapted over time.
 - Improving the quality of life for people by improving the quality of public spaces and the water environment.
6. The proposed byelaws relate to ordinary watercourses, these are watercourses which do not come within the category of 'main river'. Main rivers remain the responsibility of the Environment Agency and are subject to separate byelaws.

Background to the Council's responsibility to Manage Flood Risk

7. As the Executive will be aware, the Council gained new flood risk management duties as an upper tier Authority under the Flood and Water Management Act in 2010 (the Act).
8. Under the Act, the Council was designated as a 'Lead Local Flood Authority' and given subsequent statutory duties to manage the risk of flooding from surface water runoff, groundwater, and ordinary watercourses. Collectively referred to as 'local flood risk'.
9. The Council is making good progress with the requirements of the Act outlined above. On 22 April 2014 the Local Flood Risk Management Strategy was presented to the Executive and was then adopted. The Strategy sets out how the Council intends to approach flood risk management through strategic objectives and locally set measures.

10. At the time the strategy was adopted it was made clear to Executive that the policies and objectives it identifies would develop overtime, it states that the Council “is considering the merit of establishing its own byelaws to regulate consenting and the serving of notices to riparian owners”. The proposal set out in this report aims to deliver on this action.
11. The proposed Drainage Byelaws (see Appendix 1) are considered a necessary tool for the long-term regulation, management, and enforcement of the Local Flood Risk Management Strategy and in delivery of the Council’s wider responsibilities for land use planning, transportation and local highways, managing open spaces, and general sustainability.

The proposed drainage byelaws

12. The Flood and Water Management Act amended Section 66 of the Land Drainage Act 1991, giving local authorities the power to make land drainage byelaws for the purpose of preventing flooding, or remedying or mitigating any damage caused by flooding. These byelaws create criminal offences that can be prosecuted in the Magistrates’ Courts if contravened.
13. The Act allows local authorities to make byelaws for the following purposes:
 - To secure the efficient working of a drainage system in its area.
 - To regulate the effects of a drainage system on the environment.
 - To secure the effectiveness of flood risk management work.
14. The making of Byelaws is not mandatory but it is seen as a key element at a tactical level to deliver flood risk management and improve understanding and transparency of the Council’s requirements and expectations concerning drainage on new development.
15. The use of byelaws has been described as follows:

‘Byelaws generally require something to be done – or not to be done – in a particular location. They are accompanied by a sanction or penalty for non-observance. If validly made, byelaws have the force of law within the areas to which they apply. Offences against byelaws attract a penalty fine.’
16. The proposed byelaws for Central Bedfordshire Council are based on the ‘Model Land Drainage Byelaws for Local Authorities’ produced by the Department for Environment, Food and Rural Affairs (DEFRA). These are broadly similar to the byelaws that have been used for many years by the Bedford Group of Internal Drainage Boards (the IDB).

17. The use of the model byelaws is not compulsory but will help to ensure that byelaws introduced by a local authority are correctly worded and are within the authority's powers, thus reducing the risk of legal challenge in the future.
18. The model byelaws explicitly support the themes of the Council's Local Flood Risk Management Strategy (February 2014). They cover matters such as mitigating against disruptions to natural flows in watercourses, obstructions, vegetation control, damage to the bed or bank of a watercourse, access to drainage features for maintenance and other issues that are considered a risk to the water environment. A number of other local authorities have already adopted these across the country for flood management purposes.
19. Where the opportunity allows, the proposed byelaws will mirror those already in use by the Internal Drainage Board for the purpose of continuity across the Central Bedfordshire area. For example, following advice sought from the IDB, it is proposed that byelaw 10 states an easement distance of 9 metres. This is in order to control the erection of any building or structure within this distance from a watercourse and ensure there is adequate access to the watercourse for future maintenance (see byelaw 10 in Appendix 1).
20. Early engagement on the use of the model byelaws has been sought from DEFRA, and local strategic partners including the IDB, the Environment Agency, and Local Highways Authority and no objection has been raised.
21. Please note that the model byelaws set out in Appendix 1 include notes for the guidance of Councils and these are not for inclusion in the final byelaws.

Enforcement of the proposed byelaws

22. Due to current resource and budgetary constraints, there are no plans at present to undertake routine regular inspections of ordinary watercourses within Central Bedfordshire. Byelaw contraventions will therefore come to light as a result of problems arising, third party reports or from other routine inspections or surveys.
23. Where breach of a byelaw is discovered or suspected by the Council, the Lead Local Flood Authority officers will conduct an investigation. If there is evidence of a breach then enforcement action may be taken.
24. Enforcement powers are permissive, and therefore discretionary. It is proposed that the Council would not undertake action unless there is evidence of a significant drainage problem and persons affected do not have control of a remedy.

25. It is proposed that a proportionate, risk based approach to the enforcement of the byelaws is taken by the Council, taking into account the location and nature of any breach. This will ensure drainage issues can be rectified without the need for formal action and in order to use the Council's resources efficiently.
26. This approach compliments the Council's existing powers as the Lead Local Flood Authority under the Land Drainage Act and Flood and Water Management Act to pursue enforcement for those instances where the proper flow of an ordinary watercourse is being impeded.
27. Where enforcement action is pursued, the Council as the Lead Local Flood Authority may serve notice under Section 66 (6) of the Land Drainage Act 1991, requiring any contravention of the proposed byelaws to be remedied within a period not exceeding 28 days. If the breach was not remedied within the specified time scale, the Council could use Section 66 (7) of the Land Drainage Act 1991 to undertake the necessary works and recharge the costs of such works to the offender.
28. For activities specified by byelaws, consent would be required and the activity cannot be undertaken until the consent has been issued. However, an authority can set out in a byelaw how an activity should be undertaken meaning that the public is free to undertake the activity when they like as long as they comply with the details prescribed in the byelaw. This approach is proposed.

Securing more Resilient Drainage Infrastructure through Byelaws and Overcoming Existing Challenges

29. In response to recommendations made in 2007 by the Pitt Review to ensure the delivery of 'more effective and better maintained drainage systems', the Council has been expecting to become a Sustainable Drainage¹ Approving Body (the SAB) upon implementation by Government of Schedule 3 of the Flood and Water Management Act. This would have placed responsibility on the Council for the approval, adoption, enforcement, and maintenance of surface water drainage on new developments.
30. However, on 18 December 2014 the Department for Communities and Local Government (DCLG) and DEFRA released a Ministerial Statement announcing that requirements for Sustainable Drainage Systems (SuDS) on new development will be delivered through the existing planning system and not by a SAB.

¹ Sustainable drainage systems (SuDS) are a range of sustainable methods of managing surface water runoff, such as swales, detention basins or permeable surfaces. They are designed to control surface water run off close to where it falls and mimic natural drainage as closely as possible. The Council pro-actively encourages the use of SuDS to manage surface water in a sustainable way, as set out in its Sustainable Drainage Supplementary Planning Guidance Document (SPD).

31. The Ministerial Statement confirmed that from April 2015, the Local Planning Authority must:
 - i. satisfy themselves that the proposed minimum standard of operation of SuDS on new development is appropriate;
 - ii. ensure through the use of planning conditions or planning obligations that there are clear arrangements in place for ongoing maintenance of the drainage system over the lifetime of the development; and
 - iii. consult the relevant Lead Local Flood Authority on the management of surface water.

32. In pursuit of this, the Council as the Lead Local Flood Authority gained a new role as Statutory Consultee on all major planning applications with surface water drainage implications. As such, it is now required to assess planning applications and provide technical advice in respect of proposed surface water drainage and its maintenance.

33. Subsequently the proposed ministerial arrangements to give councils as the Lead Local Flood Authorities the necessary powers to inspect, enforce compliance with design, and adopt SuDS have been discontinued with no contingency arrangements. Further to this, the Six Legal Tests required by the National Planning Policy Framework (NPPF) constrain the Council in terms of what is reasonable to request from a proposed development through the use of planning conditions or obligations without being legally challenged.

34. In summary, the legislative changes introduce new challenges and resource pressures for the Council to manage flood risk arising from new developments, to protect local communities, and in avoiding future maintenance and financial liabilities from 'orphan' drainage systems (i.e. those with no long term or robust maintenance arrangements).

35. If however, a planning application indicated that the Council's Drainage Byelaws might be contravened the Lead local Flood Authority would have reasonable grounds to object. For example, no provision of an undevelopable strip adjacent to a watercourse for maintenance needs. Reasons for the objection would be given with guidance on how the proposals may be revised to comply with the Byelaws and therefore reduce flood risk to and from new development.

36. In summary, the proposed drainage byelaws, in setting standards for compliance when undertaking works on or close to a watercourse, will provide an alternative and robust approach to securing the efficient working of a proposed drainage system through enhanced land drainage regulation.

Addressing Council Priorities

37. Whilst the duties imposed by the legislative changes outlined in this report are statutory, the adoption of the proposed byelaws will also directly contribute towards the Council's strategic aim in enhancing Central Bedfordshire, and the unique character of our communities and our environment.
38. Specifically it will aid the Council to identify and manage flood risk across Central Bedfordshire and would facilitate stronger and more resilient communities and provide additional benefits deriving from ecosystem services, such as for leisure activities and nature protection.

Safeguarding Implications arising from the Proposal

39. There are no safeguarding implications.

Public Health Implications

40. The proposed drainage byelaws would potentially reduce flood risk for some properties, which would have benefits for those residents. The potential social impacts of flooding for those at risk can be severe, including: trauma, illness, displacement from homes, disruptions to livelihoods and longer term effects on mental health and wellbeing (WHO and Public Health England, 2013).

Environmental and Climate Change Implications

41. The drainage byelaws will help conserve and enhance the area's local character, biodiversity, and habitats, by contributing to a healthier environment with reduced pollution and contamination.
42. Extreme weather events are forecast to become more frequent and severe in the UK due to the effects of climate change. We are already seeing increasing numbers of heavy rainfall events, and expect this increase to continue, with greater risk of river and flash flooding. The introduction of the proposed byelaws will reduce flood risk for local communities and assist the Council in being better prepared for the impacts of a changing climate. In doing so, they would contribute to the delivery of the Council's vision and strategic aims to mitigate and adapt to climate change, as set out in its 'Climate Change Strategy'.

Legal Implications

43. A byelaw is a local law which is made by a statutory body, such as a local authority, under an enabling power established by an Act of Parliament and operate to control or regulate activities in certain places. The enforcement of the proposed land drainage byelaws will be undertaken for the purpose of securing appropriate management of flood risk in Central Bedfordshire. The byelaws will be made under the Flood and Water Management Act 2010, Land Drainage Act 1991 and the Local Government Act 1972 and confirmed by the Secretary of State.

44. Section 236 of the Local Government Act 1972 sets out the legal requirements for making byelaws and DEFRA has published guidance for local authorities on making byelaws under section 66 of the Land Drainage Act 1991. The byelaws will create criminal offences that can be prosecuted in the Magistrates' Courts. Any person who acts in contravention, or fails to comply with the proposed byelaws, will be guilty of a criminal offence punishable in the Magistrate's Court by way of a fine. The new byelaws will assist the Council in meeting its obligations under the Flood and Water Management Act 2010, Land Drainage Act 1991 and Highways Act 1980 and any other relevant legislation concerned with land and highway drainage.

Financial Implications

45. It is not anticipated that there will be any immediate or significant financial implications arising from the making of the byelaws. The costs associated with the implementation of local land drainage byelaws are principally administrative, comprising officer time in managing the process (e.g. consultation and liaison, reporting, making, advertising and dealing with objections etc.) and sundry costs (printing, postage, newspaper advertising etc.).
46. Where enforcement of the byelaws would require the construction or remediation of drainage infrastructure, the financial implication of this would be with the responsible party/land owner and not the Council.

Equalities Implications

47. There are considered to be no equalities impacts in connection with making the proposed byelaws, which will be subject to formal consultation in due course.

Implications for Work Programming

48. Once finalised the proposed drainage byelaws will be taken for re-consideration by the Executive which will take into account any prior recommendations before making a recommendation to Council.

Conclusion and Next Steps

49. The proposed byelaws follow the DEFRA model byelaws.
50. The byelaws will enable the Council to monitor and enforce the efficiency of flood defences, including SuDS, and will provide scope for the Council to work with developers and local communities to reduce flood risk now and in the future.
51. Failure to make the byelaws would make it difficult for the Council to take action to reduce flood risk in some circumstances.

52. Byelaws cannot come into operation until they have been confirmed by the Secretary of State. Early correspondence between the Council and DEFRA has shown that there are no initial objections to the Council's proposal.
53. To achieve the aims set out in this report, there are a number of stages that must be completed when making the byelaws, which are prescribed by the DEFRA statutory process. These are set out below and will be pursued, if the recommendations made in this report are endorsed by Committee.
54. See table.

Executive	Executive considers and makes recommendations for the byelaw process to be started.
Informal check by DEFRA	The proposed draft byelaws are forwarded to DEFRA for informal checking.
Formal consultation with stakeholders	Formal consultation takes place with Natural England and the Local Navigational Authority (in Central Bedfordshire this is the Canal and River Trust) to make sure that the proposed byelaw do not conflict with or interfere with the operation of their byelaws.
Council decides whether or not to make byelaws	Under the Council's constitution, this decision is reserved to Full Council. The Council considers recommendations made by the Executive and undertakes the decision to formally adopt the byelaws.
Byelaws made and public consultation takes place (1 month)	<p>Once CBC has formally resolved to adopt the byelaws, a (statutory) process takes place where the byelaws are made, sealed and deposited for one month.</p> <p>As part of this process the Council will:</p> <ul style="list-style-type: none"> • Advertise in one or more newspapers circulating in the area affected the local authority's intention to apply to the Secretary of State for the Environment, Food and Rural Affairs for confirmation of the byelaws. Use may be made of the Council's own website, as well as on-line advertising, but should not be used instead of the local press. • Deposit a copy of the byelaws at the offices of the local authority for public inspection, for a period of at least one month, and supply a copy to any person on application. • Where possible, resolve any objections that are received.

<p>Byelaws and feedback sent to Secretary of State</p>	<p>The byelaws cannot come into operation until they are confirmed by the Secretary of State. The Council will make an application for confirmation accompanied by the following documents:</p> <ul style="list-style-type: none"> • Two sealed and signed copies of the byelaws. • A statement setting out (where the byelaws were deposited, where advertised, dates and times, copy of the newspaper page(s) and (if used) website pages where advertised, together with a statement that the board was satisfied that it had made appropriate efforts to reach all affected parties. • Copies of any objections that may have been sent to the local authority together with the local authority's response; or if no objections are received, a statement to that effect. • Statement that local and other public authorities (naming them) were notified and when; i.e.: Natural England.
<p>Byelaws become effective</p>	<p>Unless otherwise decided, the byelaws will come into operation at the expiration of one month from the day on which they are confirmed by the Secretary of State.</p>

55. All consultation will be conducted to the highest possible standard in accordance with the Council's internal guidance.
56. Should any objections be received during the consultation period the Council will be expected, where possible, to resolve these before forwarding any unresolved issues with the final proposed byelaws to the Secretary of State for confirmation.
57. Ideally, the local authority will resolve any objections and have them withdrawn before the byelaws are submitted to the Minister for formal confirmation. Otherwise, the Minister may take into account relevant objections that have not been withdrawn when determining whether or not to confirm a byelaw. In some cases, the Council may consider that it is appropriate to meet the objectors' concerns by amending the byelaw in question. If such modifications would lead to significant and substantive change, the Council should then re-advertise the amended byelaws, or at least give all affected parties the opportunity to comment upon any proposed changes.
58. It is proposed that the Council will develop and publish a series of advice notes that will accompany the byelaws to aid with their future delivery and compliance.

Appendices

59. The following Appendix is attached/provided through an electronic link:

- Appendix 1 – Proposed Drainage Byelaws (DEFRA Model)
- Appendix 2 – Glossary of terms

Background Papers

60. Supporting documents:

- The Flood and Water Management Act 2010 – www.legislation.gov.uk/ukpga/2010/29/contents
- The Land Drainage Act 1991 – <http://www.legislation.gov.uk/ukpga/1991/59>
- Sustainable drainage systems: Written statement (HCWS161) – www.parliament.uk/business/publications/written-questions-answers-statements/written-statement/Commons/2014-12-18/HCWS161/
- Application of the six tests in National Planning Policy Framework (NPPF) – <http://planningguidance.planningportal.gov.uk/blog/guidance/use-of-planning-conditions/application-of-the-six-tests-in-nppf-policy/>
- Central Bedfordshire Council – Climate Change Strategy – www.centralbedfordshire.gov.uk/Images/Climate%20Change%20Strategy%20v1_tcm6-24974.pdf

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Appendix 1. Proposed Drainage Byelaws (DEFRA Model)

MODEL LAND DRAINAGE BYELAWS

LOCAL AUTHORITIES

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Common Seal
Penalty Note

Amended October 2012

.....**COUNCIL LAND DRAINAGE BYELAWS**

TheCouncil under and by virtue of the powers and authority vested in them by section 66 of the Land Drainage Act 1991, do hereby make the following Byelaws which are considered necessary for [one or more of] the following purposes:-

- a) securing the efficient working of a drainage system in the Council's area,
- b) regulating the effects on the environment in the Council's area of a drainage system,
- c) securing the effectiveness of flood risk management work within the meaning of section 14A of that Act, or
- d) securing the effectiveness of works done in reliance on section 38 or 39 of the Flood and Water Management Act 2010 (incidental flooding or coastal erosion),

together, "the Purposes";-

1. **Commencement of Byelaws**

These Byelaws shall come into operation at the expiration of one month beginning with the day on which they are confirmed by the Secretary of State.

2. **Application of Byelaws**

- (a) These Byelaws shall have effect within the Area;
- (b) the watercourses referred to in these Byelaws are watercourses which are for the time being vested in or under the control of the Council.

3. **Control of Introduction of Water and Increase in Flow or Volume of Water**

No person shall as a result of development (within the meaning of section 55 of the Town and Country Planning Act 1990 as amended ("the 1990 Act")) (whether or not such development is authorised by the 1990 Act or any regulation or order whatsoever or none of them) for any purpose by means of any channel, siphon, pipeline or sluice or by any other means whatsoever introduce any water into any watercourse in the Area so as to directly or indirectly increase the flow or volume of water in any watercourse in the Area (without the previous consent of the Council).

4. **Control of Sluices etc**

Any person having control of any sluice, water control structure or appliance for introducing water into any watercourse in the Area or for controlling or regulating or affecting the flow of water in, into or out of any watercourse shall use and maintain such sluice, water control structure or appliance in accordance with such reasonable directions as may from time to time be given by the Council with a view to securing or furthering one or more of the Purposes.

5. **Fishing Nets and Angling**

No person shall angle or set any nets or engines for the catching or keeping of fish in any watercourse in such a manner as to cause damage to or endanger the stability of the bank of the watercourse or to affect or impede the flow of water.

In this Byelaw “nets” includes -

- (a) a stake net, bag net or keep net;
- (b) any net secured by anchors and any net, or other implement for taking fish, fixed to the soil or made stationary in any other way;
- (c) any net placed or suspended in any inland or tidal waters unattended by the owner or a person duly authorised by the owner to use it for fish, and any engine, device, machine or contrivance, whether floating or otherwise, for placing or suspending such a net or maintaining it in working order or making it stationary.

6. **Diversion or Stopping up of Watercourses**

No person shall, without the previous consent of the Council, take any action, or knowingly permit or aid or abet any person to take any action to stop up any watercourse or divert or impede or alter the level of or direction of the flow of water in, into or out of any watercourse.

7. **Detrimental Substances not to be Put into Watercourses**

No person shall, so as directly or indirectly to obstruct, impede or interfere with the flow of water in, into or out of any watercourse or so as to damage the bank -

- (a) discharge or put or cause or permit to be discharged or put or negligently or wilfully cause or permit to fall into any watercourse any object or matter of any kind whatsoever whether solid or liquid;
- (b) allow any such object or matter as is referred to in sub-paragraph (a) of this Byelaw to remain in proximity to any watercourse in such manner as to render the same liable to drift or fall or be carried into any watercourse.

Provided that nothing in this Byelaw shall be deemed to render unlawful the growing or harvesting of crops in accordance with normal agricultural practice.

8. **Lighting of Fires**

No person shall light or cause or permit to be lighted or commit any action liable to cause to be lighted any fire on any land adjoining the watercourse where such action is liable to set on fire the peat land forming the banks of the watercourse or any vegetation including trees growing on land forming the banks of the watercourse.

9. **Notice to Cut Vegetation**

Any person having control of any watercourse shall, upon the receipt of a notice served on him by the Council requiring him so to do, cut down and keep cut down all vegetation, including trees, growing in or on the bank of a watercourse, within such reasonable time as may be specified in the notice, and shall remove such vegetation, including trees, from the watercourse immediately after the cutting thereof.

Provided that, where a hedge is growing on the bank of a watercourse, nothing in this Byelaw shall require more than the pruning of the hedge so as to prevent it from growing over or into the watercourse, and the removal of the resultant cuttings.

10. **No Obstructions within 9¹ Metres of the Edge of the Watercourse**

No person without the previous consent of the Council shall erect any building or structure, whether temporary or permanent, or plant any tree, shrub, willow or other similar growth within 9 metres of the landward toe of the bank where there is an embankment or wall or within 9 metres of the top of the batter where there is no embankment or wall, or where the watercourse is enclosed within 9 metres of the enclosing structure.

11. **Repairs to Buildings**

The owner of any building or structure in or over a watercourse or on the banks thereof shall, upon receipt of a notice from the Council that because of its state of disrepair -

- (a) the building or structure is causing or is in imminent danger of causing an obstruction to the flow of the watercourse;
- (b) the building or structure is causing or is in imminent danger of causing damage to the bank of the watercourse,

carry out such reasonable and practicable works as are specified in the notice for the purpose of remedying or preventing the obstruction or damage as the case may be within such reasonable time as is specified in the notice.

12. **Control of Vermin**

The occupier of any bank of a watercourse or any part thereof shall, upon being required by the Council by notice, within such reasonable time as may therein be specified, take such steps as are specified in the notice, being such steps as the Council consider necessary and practicable for preventing the bank from becoming infested by rabbits, rats, coypu, foxes and moles or any other wild mammal not being an animal listed in Schedule 5 or Schedule 6 to the Wildlife and Countryside Act 1981, but excluding the water vole from such control.

13. **Damage by Animals to Banks**

All persons using or causing or permitting to be used any bank of any watercourse for the purpose of grazing or keeping any animal thereon shall take such steps including fencing as are necessary and reasonably practicable and shall comply with such reasonable directions as may from time to time be given by the Council to prevent the bank or the channel of the watercourse from being damaged by such use.

Provided that nothing in this Byelaw shall be deemed to affect or prevent the use of, for the purpose of enabling animals to drink at it, any place made or to be made or constructed as approved by the Council.

14. **Vehicles not to be Driven on Banks**

¹ Other Councils have found a lesser distance adequate, however 9m is in keeping with advice sought from the Bedford Group of IDBs and will therefore be retained in the final byelaws.

No person shall use or drive or permit or cause to be used or driven any cart, vehicle or implement of any kind whatsoever on, over or along any bank of a watercourse in such manner as to cause damage to such bank.

15. Banks not to be Used for Storage

No person shall use or cause or permit to be used any bank of any watercourse for the purpose of depositing or stacking or storing or keeping any rubbish or goods or any material or things thereon in such a manner as by reason of the weight, volume or nature of such rubbish, goods, material or things causes or is likely to cause damage to or endanger the stability of the bank or channel of the watercourse or interfere with the operations or access of the Council or the right of the Council to deposit spoil on the bank of the watercourse.

16. Not to Dredge or Raise Gravel, Sand etc

No person shall without the previous consent of the Council dredge or raise or take or cause or permit to be dredged or raised or taken any gravel, sand, ballast, clay or other material from the bed or bank of any watercourse.

17. Fences, Excavations, Pipes etc

No person shall without the previous consent of the Council -

- (a) place or affix or cause or permit to be placed or affixed any gas or water main or any pipe or appliance whatsoever or any electrical main or cable or wire in, under or over any watercourse or in, over or through any bank of any watercourse;
- (b) cut, pare, damage or remove or cause or permit to be cut, pared, damaged or removed any turf forming part of any bank of any watercourse, or dig for or remove or cause or permit to be dug for or removed any stone, gravel, clay, earth, timber or other material whatsoever forming part of any bank of any watercourse or do or cause or permit to be done anything in, to or upon such bank or any land adjoining such bank of such a nature as to cause damage to or endanger the stability of the bank;
- (c) make or cut or cause or permit to be made or cut any excavation or any tunnel or any drain, culvert or other passage for water in, into or out of any watercourse or in or through any bank of any watercourse;
- (d) erect or construct or cause or permit to be erected or constructed any fence, post, pylon, wall, wharf, jetty, pier, quay, bridge, loading stage, piling, groyne, revetment or any other building or structure whatsoever in, over or across any watercourse or in or on any bank thereof;
- (e) place or fix or cause or permit to be placed or fixed any engine or mechanical contrivance whatsoever in, under or over any watercourse or in, over or on any bank of any watercourse in such a manner or for such length of time as to cause damage to the watercourse or banks thereof or obstruct the flow of water in, into or out of such watercourse.

Provided that this Byelaw shall not apply to any temporary work executed in an emergency but a person executing any work so excepted shall, as soon as practicable, inform the Council in writing of the execution and of the circumstances in which it was executed and comply with any reasonable directions the Council may give with regard thereto.

18. Tidal Outfalls²

No person shall place or cause to be placed or abandon or cause to be abandoned upon the foreshore any trees, roots of trees, branches, timber, tins, bottles, boxes, tyres, bricks, stones, soil, wire, rubbish or other object or matter whatsoever which (whether immediately or as a result of subsequent tidal action) may impede or be likely to impede the flow of water through the sluices or outfall pipes through the tidal banks or through the watercourses on such foreshore or impede or be likely to impede the operation of such sluices or outfall pipes or may cause or be likely to cause damage thereto.

19. Interference with Sluices

No person shall without lawful authority interfere with any sluice, or other water control structure or appliance for controlling or regulating the flow of water in, into or out of a watercourse.

20. Mooring of Vessels

No person shall moor or place any vessel in any watercourse or to or upon the bank of any watercourse in such manner or by such method as to cause or be likely to cause injury to such bank or in such manner as materially to obstruct or impede the free flow of water in, into or out of any watercourse.

21. Unattended Vessels

No person shall leave any vessel unattended without taking due care to prevent such vessel from materially obstructing or impeding the free flow of water in, into or out of any watercourse or any sluice in any bank.

22. Removal of Sunken Vessels

No person who is the owner of a vessel sunk, stranded, damaged or adrift in a watercourse or, in the case of a sunken vessel which is abandoned, who was the owner immediately before the abandonment shall, after ten days from the day on which the Council serves on him notice in writing that the vessel is causing obstruction, permit the vessel to remain in the watercourse in such a manner as to impede or harmfully divert the flow of water in, into or out of the watercourse.

23. Navigation of Vessels

No person shall navigate any vessels in such a manner or at such a speed as to injure the bank of any watercourse and where the Council have by notice erected at any place limited the speed of vessels passing such place no person shall navigate a vessel at a speed over the bed of the watercourse greater than the speed so limited.

² This byelaw need only be included where a Council's area has a coastline or tidal river. (It will not be included in the final byelaws, subsequent byelaws will be re-numbered accordingly).

Provided that the Council shall not exercise their powers under this Byelaw so as to limit the speed of -

- (a) vessels in any tidal waters except after consultation with the Department for Transport, or
- (b) vessels navigating waterways of the Canal and River Trust for which speed limits are prescribed by the Byelaws of such Trust.

24. Damage to Property of the Council

No person shall interfere with or damage any bank, bridge, building, structure, appliance or other property of or under the control of the Council.

25. Defacement of Notice Boards

No person shall deface or remove any notice Board, notice or placard put up by the Council.

26. Obstruction of the Council and Officers

No person shall obstruct or interfere with any member, officer, agent or servant of the Council exercising any of his functions under the Act or these Byelaws.

27. Savings for Other Bodies

Nothing in these Byelaws shall -

- (a) conflict with or interfere with the operation of any Byelaw made by the Environment Agency or an internal drainage board or of any navigation, harbour or conservancy authority but no person shall be liable to more than one penalty or in the case of a continuing offence more than one daily penalty in respect of the same offence;
- (b) restrict, prevent, interfere with or prejudice the exercise of any statutory rights or powers which are now or hereafter may be vested in or exercised by -
 - (i) any public utility undertaking carried on by a local authority under any Act or under any Order having the force of an Act;
 - (ii) the undertakings of the Environment Agency and of any water undertaker or sewerage undertaker;
 - (iii) any public gas transporter within the meaning of part I of the Gas Act 1986;
 - (iv) any navigation, harbour or conservancy authority;
 - (v) any person who acts as the operator of a relevant railway asset, with respect to the construction, use or maintenance and repair of any such asset, or the free, uninterrupted and safe use of any such asset and the traffic (including passengers) thereof;
 - (vi) any local authority;

- (vii) any highway authority for the purposes of the Highways Act 1980 (as amended by any subsequent enactment) in relation to any highway whether or not maintainable at public expense;
 - (viii) any undertaking engaged in the operation of a telecommunications system;
 - (ix) a relevant airport operator within the meaning of Part V of the Airports Act 1986;
 - (x) the Civil Aviation Authority and any subsidiary thereof;
 - (xi) the Canal and River Trust;
 - (xii) the Coal Authority;
- (c) restrict, prevent, interfere with or prejudice any right of a highway authority to introduce into any watercourse surface water from a highway, for which it is the highway authority;
- (d) restrict, prevent, interfere with or prejudice any right of a licence holder within the meaning of Part I of the Electricity Act 1989 to do anything authorised by that licence or anything reasonably necessary for that purpose;
- (e) affect any liability arising otherwise than under or by reason of these Byelaws.

28. Saving for Crown Lands

- (a) Nothing in these Byelaws shall operate to prevent the removal of any substance on, in or under (or the erection of any structure, building or machinery or any cable, wire or pipe on, over or under) lands belonging to Her Majesty in right of the Crown by any person thereunto authorised by the Crown Estate Commissioners.
- (b)³ Nothing contained in any of the foregoing byelaws should be deemed to be or shall operate as a grant by or on behalf of the Crown as owner of the foreshore below high water mark of any estate or interest in or right over such foreshore, or any part thereof, nor shall anything contained in or done under any of the provisions of the foregoing byelaws in any respect prejudice or injuriously affect the rights and interests of the Crown in such foreshore, or prevent the exercise thereon of any public rights or prejudice or injuriously affect any right, power or privilege legally exercisable by any person in over and in respect of the seashore.

29. Arbitration

- (a) Where by or under any of these Byelaws any person is required by a notice in writing given by the Council to do any work to the satisfaction of the Council or to comply with any directions of the Council, he may within 21 days after the service of such

³ Byelaw 28 (b) need only be included where a Council's area has a coastline or tidal river. (If it is not included, the subsequent Byelaws should be re-numbered accordingly).

N.B: This footnote is for the guidance of Councils and is **not** for inclusion in the Byelaws

notice on him give to the Council a counter-notice in writing objecting to either the reasonableness of or the necessity for such requirement or directions, and in default of agreement between such person and the Council the dispute shall, when the person upon whom such notice was served is a drainage or local authority be referred to the Secretary of State whose decision shall be final, and in any other case shall be referred to the arbitration of a single arbitrator to be appointed in default of agreement by the President of the Institution of Civil Engineers on the application of either party. Where such a counter-notice has been given to the Council the operation of the notice shall be suspended until either agreement has been reached or the dispute has been determined by arbitration in accordance with the provisions of this Byelaw;

- (b) where by or under these Byelaws any person is required by a notice in writing given by the Council to do any work to the satisfaction of the Council or to comply with any directions of the Council and any dispute subsequently arises as to whether such work has been executed or such directions have been complied with, such dispute if it arises between a drainage authority or local authority and the Council shall be referred to the Secretary of State whose decision shall be final, and in any other case shall be referred to the arbitration of a single arbitrator to be appointed in default of agreement by the President of the Institution of Civil Engineers on the application of either party;
- (c) where by or under Byelaws 3, 6, 10, 16 or 17 any person is required to refrain from doing any act without the consent of the Council such consent shall not be unreasonably withheld and may be either unconditional or subject to such reasonable conditions as the Council may consider appropriate and where any dispute arises as to whether in such a case the consent of the Council is being unreasonably withheld, or as to whether any conditions subject to which consent is granted are unreasonable, such dispute shall if it arises between a drainage authority or local authority and the Council be referred to the Secretary of State whose decision shall be final, and in any other case such dispute shall be referred to the arbitration of a single arbitrator to be appointed in default of agreement by the President of the Institution of Civil Engineers on the application of either party.

30. Notices

Notices and any other documents required or authorised to be served or given under or by virtue of these byelaws shall be served or given in the manner prescribed by section 71 of the Act.

31. Limitation

- (a) Nothing in these Byelaws shall authorise the Council to require any person to do any act, the doing of which is not necessary for securing or furthering one or more of the Purposes, or to refrain from doing any act, the doing of which does not affect the environment, or adversely affect either (i)the efficient working of the drainage system of the area (ii)the effectiveness of flood risk management work within the meaning of section 14A of the Land Drainage Act 1991, or (iii) the effectiveness of works done in reliance on section 38 or 39 of the Flood and Water Management Act 2010.
- (b) If any conflict arises between these Byelaws and
 - (i) sections 61A to E of the Land Drainage Act 1991 (which relates to the Council's duties with respect to the environment), or

(ii) the Conservation of Habitats and Species Regulations 2010⁴

the said Act and the said Regulations shall prevail.

32. Revocation

The Byelaws made by the Council on the _____ day of _____ are hereby revoked.

33. Interpretation

In these Byelaws, unless the context otherwise requires, the following expressions shall have the meaning hereby respectively assigned to them, that is to say:-

“the Act” means the Land Drainage Act 1991;

“Animal” includes any horse, cattle, sheep, deer, goat, swine, goose or poultry;

“Area” means the area under the jurisdiction of the Council;

“Bank” includes any bank, cross bank, wall or embankment adjoining or confining or constructed for the purpose of or in connection with any watercourse and includes all land between the bank and the low water mark or level of the water in the watercourse as the case may be and where there is no such bank, cross bank, wall or embankment includes the top edge of the batter enclosing the watercourse;

“Consent of the Council” means the consent of the Council in writing signed by a proper officer of the Council;

“Council” means the Council;

“Occupier” means in the case of land not occupied by any tenant or other person the person entitled to the occupation thereof;

“Owner” includes the person defined as such in the Public Health Act 1936;

"Relevant railway asset" means

(a) a network, operated by an “approved operator” within the meaning of section 25 of the Planning Act 2008,

(b) a station which is operated in connection with the provision of railway services on such a network, or

(c) a light maintenance depot.

Expressions used in this definition and in the Railways Act 1993 have the same meaning in this definition as they have in that Act,(“railway” not having its wider meaning) and a network such as is described in (a) above shall not cease to be such a network where it is modified by virtue of having any network added to it or removed from it.

⁴ SI 2010/490

“The Secretary of State” means the Secretary of State for the Department for Environment, Food and Rural Affairs;

“Vegetation” means trees, willows, shrubs, weeds, grasses, reeds, rushes, or other vegetable growths;

“Vessel” includes any ship, hovercraft (as defined by the Hovercraft Act 1968), lighter, keel, barge, tug, launch, houseboat, pleasure or other boat, aircraft, randan, wherry, skiff, dinghy, shallop, punt, yacht, canoe, raft, float of timber or any other craft whatsoever, and howsoever worked, navigated or propelled;

“Water control structure” means a structure or appliance for introducing water into any watercourse and for controlling or regulating or affecting flow, and includes any sluice, slacker, floodgate, lock, weir, dam, pump, or pumping machinery; and other expressions shall have the same meanings as in the Act.

THE COMMON SEAL OF THE

**COUNCIL was hereunto affixed on the
in the presence of:**

**The Chief Executive (or other
authorised officer)**

PENALTY NOTE

By section 66(6) of the Act every person who acts in contravention of or fails to comply with any of the foregoing Byelaws is liable on summary conviction in respect of each offence to a fine not exceeding the amount prescribed from time to time for level 5 on the standard scale referred to in section 37 of the Criminal Justice Act 1982 and a further fine not exceeding Forty pounds for every day on which the contravention or failure is continued after conviction. By section 66(7) of the Act if any person acts in contravention of or fails to comply with any of these Byelaws the Council may without prejudice to any proceedings under section 66(6) of the Act take such action as may be necessary to remedy the effect of the contravention or failure and may recover the expenses reasonably incurred by it in doing so from the person in default.

(N.B. This note may accompany the Byelaws, but is not part of them)

Appendix 2. Glossary of Terms

Flood and Water Management Act (FWMA)2010 – legislation developed in response to the Pitt Review to address flood risk and water management.

Ground water – (as defined in s6 FWMA 2010) means all water which is below the surface of the ground and in direct contact with the ground or subsoil.

Internal Drainage Board (IDB) – a type of operating authority which is established in areas of special drainage need in England and Wales with permissive powers to undertake work to secure clean water drainage and water level management within drainage districts. An IDB operates on a water catchment area rather than administrative boundaries.

Land Drainage Act 1991 – An Act to consolidate the legislation relating to internal drainage boards, and to the functions of such boards and of local authorities in relation to land drainage, as amended by the Flood and Water Management Act 2010.

Lead Local Flood Authority (LLFA) – in relation to an area in England means (a) the unitary authority for the area, or (b) if there is no unitary authority, the county council for the area.

National Planning Policy Framework – The National Planning Policy Framework is a key part of the government's reforms to make the planning system less complex and more accessible. It vastly simplifies the number of policy pages about planning. Planning practice guidance supports the framework.

Ordinary watercourse (as defined in s6 Flood and Water Management Act 2010) – a “watercourse” that does not form part of a main river. “Watercourse” has the meaning given by s72(1) Land Drainage Act 1991, and includes rivers which are not “main rivers”, streams, ditches, drains, cuts, dykes, sluices, sewers (other than a public sewer).

Surface water run off (as defined in s6 Flood and Water Management Act 2010) – rainwater (including snow and other precipitation) which,

- (a) is on the surface of the ground (whether or not it is moving), and
- (b) has not entered a watercourse, drainage system or public sewer.

Sustainable Drainage Systems (SuDS) – Surface water drainage methods that take account of quantity, quality and amenity issues by controlling surface water runoff as close to its origin as possible, before it is discharged to a watercourse or to ground. These systems are more sustainable than conventional drainage methods because they, among other things, reduce the impact of flooding and pollution, protect water quality and are sympathetic to the environmental setting and local community needs.

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Central Bedfordshire Council

EXECUTIVE

12 January 2016

Determination of the Proposal to Recommission Primary Specialist Provision for Autistic Spectrum Condition (ASC) in Dunstable

Report of: Cllr Mark Versallion, Executive Member for Education and Skills
(mark.versallion@centralbedfordshire.gov.uk)

Advising Officer: Sue Harrison, Director of Children's Service
(sue.harrison@centralbedfordshire.gov.uk)

Key Decision

Purpose of this report

1. To provide Executive with the outcome of the consultation by Ardley Hill Academy for its proposal to establish a new 8 place primary specialist provision for ASC at Ardley Hill Academy in Dunstable from September 2016.
2. To seek the Executive's approval of the proposal, subject to approval by the Department for Education (DfE), and for commitment to required capital expenditure.
3. The new provision is proposed to serve the Wards of Aspley and Woburn, Heath and Reach, Leighton Buzzard North, Leighton Buzzard South, Linslade, Eaton Bray, Dunstable Northfields, Caddington, Parkside, Houghton Hall, Dunstable Central, Dunstable Watling, Dunstable Icknield, Dunstable Manshead and Tithe Farm.

RECOMMENDATIONS:

The Executive is asked to:

1. **note the response received to the consultation by Ardley Hill Academy for the proposal to establish a new 8 place primary specialist provision for ASC at Ardley Hill Academy in Dunstable from September 2016, as set out in the report; and**
2. **approve the commencement of capital expenditure as set out in the report, subject to the approval of the proposal by the Education Funding Agency and subject to the grant of planning permission under Part 3 of the Town and Country Planning Act 1990.**

Children's Services Overview and Scrutiny

4. A report was presented to Children's Services Overview and Scrutiny Committee at its meeting on the 15 June 2015 and the Committee indicated its support for the proposal and for the commencement of the recommended consultation, the outcome of which is set out within this report.

Outcome of consultation

5. On 7 July 2015 the Council's Executive approved the recommendation to support a consultation by Ardley Hill Academy for the proposal to establish a new 8 place primary specialist provision for ASC at Ardley Hill Academy in Dunstable from September 2016.

The July report can be viewed at:

<http://centralbeds.moderngov.co.uk/ieListDocuments.aspx?CId=577&MId=4989&Ver=4>

6. The proposal was made with the support of the Council and its need to recommission primary specialist provision for ASC in Dunstable as a result of the closure of the 6 place specialist provision at Streetfield Middle School from August 2016 and demographic growth in the Dunstable, Caddington, Houghton Regis and Leighton Linlade area.
7. With the support of the Council the Academy's consultation commenced on 21 September 2015 and concluded on 19 October 2015. The consultation was undertaken to comply with DfE guidance published for Academies wishing to make significant changes. The consultation materials and minutes of a meeting held are attached at Appendix A to this report.
8. The consultation on the proposal received 17 responses. 11 respondents strongly agreed with the proposal and 5 respondents stated they agreed. Only 1 respondent recorded that they neither agreed nor disagreed.
9. The Academy has considered the outcome of its consultation and has agreed that they wish to proceed with the proposal. As a result they have submitted a significant change application to the DfE to secure approval for the addition to the Academy of the reserved provision for pupils with special educational needs and disabilities.

Design and procurement of the new provision

10. Working with their appointed education capital consultant and with support from the Council, the Academy has commissioned a feasibility study to develop cost estimated design proposals.

These have referenced Building Bulletin 102 which provides specific information and guidance about designing schools for disabled children and children with special educational needs.

11. The proposed scope of the new provision will include one additional teaching space, toilet facilities, kitchen, a meeting and intervention room and a small multisensory room. The new provision will be located to ensure integration of the specialist provision with the main school buildings.
12. The resulting cost estimates have indicated that the project is affordable within the total capital funding available. The Academy intend, with the support of the Council, to directly procure the project through a JCT Intermediate Building Contract. This will follow a procurement exercise which will be undertaken when planning approval has been secured, if the Executive approves the recommendations contained within this report.
13. The governance of the project will be provided through a board that will include Council officers from the School Organisation & Capital Planning Team who will control the release of funding aligned with the achievement of key project milestones.

Reason for decision

14. The consultation undertaken on the proposal to establish new specialist ASC provision at Ardley Hill Academy has complied with the 2014 DfE Guidance for making significant changes to an existing Academy.
15. The proposed project supports the Council's Policy Principle of investment in successful schools. Ardley Hill Lower School converted as an Academy on 1 June 2012 and changed its age range with approval of the Secretary of State to become a primary school from September 2014. The predecessor school was judged as 'Good' by Ofsted at its last inspection in October 2011.
16. As set out in detail in the July report to the Council's Executive, the completion of the proposed project outlined within this report will ensure that the Council continues to meet its statutory obligations to secure sufficient school places for children with special educational needs.

Council Priorities

17. The report supports Central Bedfordshire's Five Year Plan 2015- 2020 and the specific priority of Improving Education and Skills.

Legal Implications

18. Section 14 of the Education Act 1996 places a duty on councils to secure sufficient primary and secondary school places to provide appropriate education for pupils of statutory school age in its area and to have specific regard to the need to secure SEN provision for those children who have special educational needs.
19. The DfE referred to above was published in January 2014 for Academies wishing to make significant changes.

The Guidance can be viewed at:

<https://www.gov.uk/government/publications/making-significant-changes-to-an-existing-academy>

20. Academy Trusts are to exercise their own judgments in deciding whether a change is significant. The proposal for the establishment of a new 8 place Primary specialist provision for ASC at Ardley Hill Academy falls within the definition of 'significant change' as set out by 2014 DfE Guidance.
21. The process, set out in detail in the July report to Executive, is overseen by the Education Funding Agency (EFA) on behalf of the DfE and requires an Academy to undertake consultation, to obtain consent of the Secretary of State and to secure any capital required by the proposal before implementation.
22. The appropriate consultation has taken place for a period of 4 weeks and responses have been received from stakeholders. These responses have been largely in favour of the proposal.
23. The business case submitted by the Academy to the EFA must be rigorous enough for a decision to be made on whether the change is necessary. Details of minimum content are set out in the 2014 DfE Guidance.
24. It is noted that Secretary of State's approval has been obtained for the Schools Forum decision to use the Dedicated Schools Grant for capital purposes.

Financial Implications

25. On 21 October 2015 the Council secured approval from the Secretary of State to its application for a disapplication of the School and Early Years Finance Regulations to allow the use of Dedicated Schools Grant for the capital purposes set out in this report.

26. This implements the decision of the Schools Forum on 21 September 2015 to transfer £500k unspent balance of Dedicated Schools Grant from the High Needs Block allocation in 2015/16 to support capital development in specialist provisions. If the proposal set out within this report is approved the SEND capital programme within the Council's capital programme will be amended to reflect the increase of £500k secured for this project. There is no net capital cost to the Council of the projects outlined in this report.
27. The methodology for allocation of revenue funding to support specialist provision was outlined in the July Executive report and this proposal has been subject to a financial due diligence exercise undertaken by the Academy, supported by its own Human Resources and Financial advisors.

Equalities Implications

28. The DfE guidance for making significant changes to an existing Academy is clear that Academy Trusts should always discharge their public sector equality duty in proposing any changes.
29. Public authorities have a statutory duty to promote equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and to foster good relations in respect of the following protected characteristics: age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
30. This statutory duty includes requirements to:
 - i. Remove or minimise disadvantages suffered by people due to their protected characteristics.
 - ii. Take steps to meet the needs of people from protected groups where these are different from the needs of other people.
 - iii. Encourage people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
31. As proposer of the establishment of the new specialist autistic spectrum condition provision the Academy Trust has considered that there are no race or disability discrimination issues that arise from the change being proposed.
32. The proposal will ensure that there is improved local provision for pupils with ASC enabling them to remain within and be educated in their local community rather than being offered "out of area" places.

33. This will also ensure continuity of ASC provision from primary to secondary across the Dunstable and Houghton Regis area. The new provision will be fully accessible to disabled students and the provision will also enable outreach work to be undertaken to support other pupils in their local school setting.

Risk Management

34. The proposal to establish the new ASC provision mitigates the risk on the Council of failing in its statutory duty to secure sufficient SEN provision for those children who have SEN.
35. Key risks mitigated by these proposals include:
- Failure to discharge legal and statutory duties/guidance.
 - Failure to deliver the Council's strategic priorities
 - Reputational risks associated with the non delivery of required SEN school places.

Staffing (including Trades Unions)

36. Staff and Trades Unions are consulted on all school organisation proposals related to changes to schools and Academies as part of the informal and statutory process required by regulations and DfE guidance.
37. The Academy will continue to have the support of its commissioned Human Resources (HR) Provider where the proposal requires changes in school staff structures or to terms and conditions of employment. The Council's Schools Statutory H.R. Team will lead TUPE consultations with existing specialist staff at Streetfield Middle School who are expected to transfer to the new provision, if the proposal is approved.

Appendices

The following Appendix is attached

Appendix A – Consultation materials and minutes of consultation meeting

Background Report

Report to Executive 7 July 2015 – Proposal to Recommission Primary Specialist Provision for Autistic Spectrum Condition in Dunstable – (Agenda Item 11)

<http://centralbeds.moderngov.co.uk/ieListDocuments.aspx?CIId=577&MIId=4989&Ver=4>



Ardley Hill Academy Trust

Consultation on our Proposal

**To provide a new 8 place Primary
Special Educational Needs setting for an
Autistic Spectrum Condition provision at**

Ardley Hill Academy

To open in September 2016

**CONSULTATION ON PROPOSAL TO PROVIDE A NEW 8 PLACE
PRIMARY SPECIAL EDUCATIONAL NEEDS SETTING FOR AN
AUTISTIC SPECTRUM CONDITION PROVISION
at Ardley Hill Academy, Lowther Road, Dunstable, Bedfordshire, LU6 3NZ
To open in September 2016**

The Purpose of the Consultation Document:

The purpose of this document is to provide information on a proposal to provide a new 8 place primary special educational needs (SEN) setting for an autistic spectrum condition provision (ASC) at Ardley Hill academy.

1. Background

With the closure of Streetfield Middle School in August 2016 the Local Council is required to commission and resource the establishment of a new 8 place Primary SEN setting for the Autistic Spectrum Disorder provision that is currently hosted by the school.

On 7 July 2015, Central Bedfordshire Council's Executive gave its support for the commencement of a consultation by Ardley Hill Academy for its proposal to establish the required provision at the school from September 2016.

We have, as an Academy, seen in recent years an increase in the amount of children with ASC choosing to come to us. Although for some children Special School provision is needed, such as The Chiltern School, for others, remaining in mainstream education with specialist support is hugely successful. Certainly those parents of children with ASC already at Ardley Hill have welcomed the choice to stay in mainstream whilst accessing the support and skills of specialist provision.

Our vision is to extend the "Good" performance of Ardley Hill Academy into this new specialist provision, thus enabling us to build further on our identified strengths and caring ethos for the benefit of all our pupils and the wider community. By embracing this opportunity as an Academy we aim to fully integrate this provision within our school community, building on the knowledge of all our staff and extending the benefits of these skills to all our children.

2. Contextual position

Ardley Hill Academy has always strived to be an inclusive school, offering a broad and balanced curriculum, working to meet the needs of all pupils.

The proposed provision would both support and be supported by our Academy ethos of putting the child central to everything we do. We have consistently proved we can narrow the gap for all SEN children to less than the national average and are striving to draw it narrower still.

The positive, collaborative and successful relationships we have built with our parents would support the provision and enable parents to continue to play a large role in the Academies drive to raise standards for all children.

3. Impact on the Academy

The proposed introduction of the specialist provision will have many benefits for the Academy as a whole:

- The diversity of needs both within the current pupils and new admissions will support an inclusive atmosphere where every pupil is valued for their strengths and not their difficulties.
- Specialist staff recruited to work within the provision will bring a wealth of experience and innovative ways of working with pupils that will benefit all pupils through professional discussion and development.
- The provision will give local parents a real choice about where their child is educated.
- Links with the local Area Special School will be enhanced through closer links including further training opportunities for all staff.
- The building program will develop specialist teaching spaces that can be used flexibly to support all pupils in the Academy.
- The finance for the provision will not have a negative impact on the Academy.

4. Our Objectives for this proposal

- To provide a specialist Autistic Spectrum Condition provision for up to 8 pupils of primary school age from September 2016
- That the opening of the provision benefits the educational opportunities of all pupils who attend the Academy.
- To sustain high standards of education and maintain the nurturing and well-being of pupils at the Academy that offers all pupils an exciting and innovative curriculum provision that meets their needs and supports them to achieve their full potential.
- To improve parental choice with regards to the variety of options and opportunities offered.
- To successfully integrate children attending the unit with the main school community.
- To build on the Academy's expertise of working with children with ASC through ongoing liaison with special schools within the area.

5. Admission Criteria

Placements to this specialist provision would be agreed through the local authority's Children's Services Department which consults the host school prior to admission. This is the case for all pupils with statements of special educational need or Education Health and Care Plan where the authority intends to name the specialist provision at the school on the statement. The Academy's admissions criteria for the school would therefore not apply to the specialist provision.

6. Accommodation

The new provision is planned to be housed in purpose built accommodation situated within the grounds of the academy that can support the integration of children within the main school but also provide support when small group or one to one work is more appropriate. The new accommodation would also provide for meeting room and office accommodation for staff.

We have commissioned a feasibility study and we will continue to work with the local authority and our professional advisors to define the final building works that would be required and the capital funding that will be required from the local authority to enable them to be provided.

7. Proposal

The Academy Trust is respectfully asking for your comments on the following proposal;

That Ardley Hill Academy open a new 8 place primary special educational needs setting for an Autistic Spectrum Condition provision opening in September 2016.

Your comments can be recorded on the form attached and returned to the school by post or by email: ardley.hill@ardleyhill.org.uk

8. Process of Consultation

In order to engage in meaningful and informed consultation, we will be holding a number of consultation events to engage with all stakeholders, as well as providing the opportunity for individuals and institutions to make written submissions about the proposals. All of this evidence will be collated into a consultation report that the Governors will consider prior to deciding whether to make a submission to the Secretary of State.

Date	Action
21 st September 2015	Consultation begins
8 th October 2015 - 5pm	Meeting with Ardley Hill Academy Staff, Governors & Trade Unions
8 th October 2015 - 7pm	Meeting with Ardley Hill Academy Parents, carers and other stakeholders
Monday 19 th October 2015 - 3.30pm	Consultation ends
December 2015	Ardley Hill Academy Governors consider outcome of consultation and decide whether to proceed with the proposal. If approved, send report on Consultation to Education Funding Agency (EFA) and Local Authority
12 January 2016	Local Authority consider approval for the project
No prescribed timescale	Decision by Education Funding Agency
New SEN ASC provision opens at Ardley Hill Academy	September 2016



ARDLEY HILL ACADEMY

Lowther Road
Dunstable
Bedfordshire
LU6 3NZ

Tel: 01582 667955

Website: www.ardleyhill.org.uk

Email: ardley.hill@ardleyhill.org.uk

Jonathan Smith, Headteacher

21st September 2015

Re: Proposal to provide a new 8 place primary special educational needs setting for an Autistic Spectrum Condition provision opening in September 2016 at Ardley Hill Academy

Dear Parent/Staff/Member of the local community

The Governing Body of Ardley Hill Academy has decided that it should further investigate and consult on the proposal to provide a new 8 place primary special educational needs setting for an Autistic Spectrum Condition provision opening in September 2016. You are invited to attend a meeting as detailed below.

Meetings for staff, parents, other stakeholders and members of the local community

Date	Time	Attendees
Thursday 8 th October 2015	5pm	School Staff, Governors and Trade Unions
Thursday 8 th October 2015	7pm	Parents, other stakeholders and members of the local community

Both meetings will be at the school.

If you have any questions or would like to express your views I would be grateful if you could submit these in writing, by post or via email to the Chair of Governors (ardley.hill@ardleyhill.org.uk), by Wednesday 7th October 2015 so that they can be addressed at the meeting.

The final decision on any proposed changes will be made by the Secretary of State.

We look forward to seeing you.

Yours sincerely

Mrs J Allen
Chairperson of the Governing Body
Ardley Hill Academy





ARDLEY HILL ACADEMY

Lowther Road
Dunstable
Bedfordshire
LU6 3NZ

Tel: 01582 667955

Website: www.ardleyhill.org.uk

Email: ardley.hill@ardleyhill.org.uk

Jonathan Smith, Headteacher

Consultation Response Document

Proposal to provide a new 8 place primary special educational needs setting for an Autistic Spectrum Condition provision opening in September 2016 at Ardley Hill Academy

Please take the time to read our Consultation outline and complete this questionnaire. Your feedback is important to us. Please send completed questionnaires by post to:

Mrs J Allen, Chairperson of Ardley Hill Academy, Lowther Road, Dunstable, Bedfordshire, LU6 3NZ

Or enter your feedback on line at: ardley.hill@ardleyhill.org.uk

All responses must be received by **3.30 pm on Monday 19 October 2015**

Proposal

It is proposed that, from September 2016, Ardley Hill Academy provides an 8 place primary special educational needs setting for an Autistic Spectrum Condition provision

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

Comment

For the purpose of analysis, please detail which group you represent (e.g. parent, carer, local resident, church official, etc.)



Consultation on the proposed establishment of a new 8 place primary specialist provision for Autistic Spectrum Condition at Ardley Hill Academy



Queries / comments raised at meeting with staff and governors – held at Ardley Hill Academy on Thursday 9 October 2015 at 5.00 pm

Meeting led by –

Helen Redding - AD School Improvement, CBC
David Waller – HR Policy & Implementation Manager, CBC
Jonathan Smith – Principal, Ardley Hill Academy
Dez Tinch – Interim Head Teacher, Streetfield Middle School

Note taker - Sue Barrow – Information Manager

Helen Redding welcomed all to the meeting and introduced colleagues to the group.

Helen Redding gave a presentation regarding the proposal, during which

- Jonathan Smith spoke about the academy's objectives
- David Waller spoke about TUPE and staff transfers
- Dez Tinch spoke about the ASC provision at Streetfield, its inception, its positive effect on the school and the results that it has achieved.

Queries raised / comments

There were no queries but staff did confirm that they were very excited at the prospect of the new provision being established at Ardley Hill.

Staff recognise the opportunities that it would bring both to themselves, with regard to training and the development of new skills, and to the children both within the provision and in mainstream school.

All agreed that it would be challenging but that finding the solution for each child would be fulfilling

All staff and governors were encouraged to raise any concerns that they might have and to respond to the consultation.

The meeting closed at 5.50 pm

The public meeting due to be held that evening at 7.00 pm was cancelled due to the absence of any attendees.



ARDLEY HILL ACADEMY

Lowther Road
Dunstable
Bedfordshire
LU6 3NZ

Tel: 01582 667955

Website: www.ardleyhill.org.uk

Email: ardley.hill@ardleyhill.org.uk

Jonathan Smith, Headteacher

23rd November 2015

After the recent consultation for the proposed new SEN ASC Provision at Ardley Hill Academy we received the following number of responses:

Parents Response

Neither agree nor disagree	1
Agree	4
Strongly Agree	7

Within these responses there were no issues raised and everybody was supportive and therefore the Governing Body still wish to proceed with the proposal.

Yours sincerely

Julie Allen
Chair of Governors



School information

Academy name	Ardley Hill Academy
Academy address	Lowther Road, Dunstable, Bedfordshire, LU6 3NZ
Establishment number and UPIN	DfE Number: 8232192 UPN: 138209
Local authority	Central Bedfordshire

Proposal summary

The purpose of this document is to provide information on a proposal to provide a new 8 place primary special educational needs (SEN) setting for an autistic spectrum condition provision (ASC) at Ardley Hill academy

Current position

- Ardley Hill Academy's age range is 4 to 11 years with a Pre-School provision that takes children from 2 years.
- We currently have 2 classes in each of the following years: Reception, Yr 1, Yr 2, Yr 3, & Yr 4.
- This is our first year as a primary school and we have 1 year 5 class who will move on to become our Year 6 class in September 2015.
- In September 2015 we will also have 2 Year 5 classes.
- In early years and in KS1 we have a maximum of 30 in each class. At our discretion we can go above this number in KS2.
- We currently have 309 on roll in the Academy and 98 in our Pre School.
- When the Academy is full with 2 classes in each year our maximum capacity will be 420 plus Preschool.

With the closure of a local Middle School in August 2016 the Local Council is required to commission and resource the establishment of a new 8 place Primary SEN setting for the Autistic Spectrum Disorder provision that is currently hosted by the school.

On 7 July 2015, Central Bedfordshire Council's Executive gave its support for the commencement of a consultation by Ardley Hill Academy for its proposal to establish the required provision at the school from September 2016.

We have, as an Academy, seen in recent years an increase in the amount of children with ASC choosing to come to us. Although for some children Special School provision is needed, such as The Chiltern School, for others, remaining in mainstream education with specialist support is hugely successful. Certainly those parents of children with ASC already at Ardley Hill have welcomed the choice to stay in mainstream whilst accessing the support and skills of specialist provision.

Our vision is to extend the "Good" performance of Ardley Hill Academy into this new specialist provision, thus enabling us to build further on our identified strengths and caring ethos for the benefit of all our pupils and the wider community.

Ardley Hill Academy has always strived to be an inclusive school, offering a broad and balanced curriculum, working to meet the needs of all pupils.

The proposed provision would both support and be supported by our Academy ethos of putting the child central to everything we do. We have consistently proved we can narrow the gap for all SEN children to less than the national average and are striving to draw it narrower still.

The positive, collaborative and successful relationships we have built with our parents would support the provision and enable parents to continue to play a large role in the Academies drive to raise standards for all children.

Our Objectives for this proposal:

- To provide a specialist Autistic Spectrum Condition provision for up to 8 pupils of primary school age from September 2016
- That the opening of the provision benefits the educational opportunities of all pupils who attend the Academy.
- To sustain high standards of education and maintain the nurturing and well-being of pupils at the Academy that offers all pupils an exciting and innovative curriculum provision that meets their needs and supports them to achieve their full potential.
- To improve parental choice with regards to the variety of options and opportunities offered.

Admissions:

Admissions to this specialist provision are agreed through Children's Services which consults the host school prior to admission. This is the case for all pupils with statements of special educational need or EHCP where the authority intends to name the specialist provision at the school on the statement. Therefore the Academy's admission policy will not need to change.

Local context

As outlined above, the 6 place specialist provision at a local Middle School currently serves the middle school age range of 9-13 years but will close, along with the main school in August 2016. The adjacent Upper School also has specialist provision for ASC but now serves a Secondary age range of 11-18.

As a result, and also in order to meet a forecast increase in need for specialist provision for autistic spectrum condition as a result of demographic growth in the Dunstable, Caddington, Houghton Regis and Leighton/Linslade area, Central Bedfordshire Council must commission a new 8 place provision to serve the Primary School age range of 4-11 years of age to serve the area.

A desktop exercise was conducted by Central Bedfordshire Council to review all Primary Schools in the Dunstable and Houghton Regis area to identify potential providers from whom to commission the new provision.

The desktop evaluation considered:

- Those schools and Academies currently judged by Ofsted as Good or Outstanding with strength in leadership and governance to provide confidence in the strength and capacity to manage the new provision

- Those with school sites that are capable of expansion in line with DfE Guidance, if additional building is necessary
- Those located in the proximity of the current provision at the local Middle School
- Those that already make good provision for children with special educational needs

Ardley Hill Academy has now completed a self assessment framework for school provision for children with Autistic Spectrum condition and this has been moderated by the local Area Special School. The purpose of the self evaluation is to determine the likely quality of the new provision under the leadership and governance of the Academy.

Ardley Hill Academy has subsequently been interviewed by senior officers in Children's Services and a member of Central Bedfordshire's Parent/Carer Forum (SNAP) Its initial business case has provided sufficient evidence to justify the Council's support for commencement of consultation by the Academy with stakeholders and other interested parties.

Central Bedfordshire Council decided to seek Executive support for the commencement of consultation by Ardley Hill Academy for its proposal to establish a new 8 place Primary specialist provision for Autistic Spectrum Condition at Ardley Hill Academy in Dunstable from September 2016. Papers can be found at:

Council Meeting agenda and papers:

<http://centralbeds.moderngov.co.uk/ieListDocuments.aspx?CId=577&MId=4989&Ver=4>

Proposal:

<http://centralbeds.moderngov.co.uk/documents/s56934/Proposal%20to%20Recommission%20Primary%20Specialist%20Provision%20for%20Autistic%20Spectrum%20Condition%20in%20Dunstable.pdf>

Decision:

<http://centralbeds.moderngov.co.uk/documents/s58101/Recommendation%20from%20Childrens%20Services%20Overview%20and%20Scrutiny%20Committee.pdf>

Ardley Hill Academy has now completed a consultation with stakeholders (Further details below) and the responses have been supportive of the proposal. This outcome will be reported to Central Bedfordshire Council's Executive on 12 January 2016 for final approval of the proposal, subject to approval by the Secretary of State, and for commitment to required capital expenditure.

The new provision is proposed to serve the Wards of Aspley and Woburn, Heath and Reach, Leighton Buzzard North, Leighton Buzzard South, Linslade, Eaton Bray, Dunstable Northfields, Caddington, Parkside, Houghton Hall, Dunstable Central, Dunstable Watling, Dunstable Icknield, Dunstable Manshead and Tithe Farm within Central Bedfordshire.

Consultation and local support

In order to engage in a meaningful and informed consultation, Ardley Hill Academy held a number of consultation events to engage with all stakeholders, as well as providing the opportunity for individuals and institutions to make written submissions about the proposals. All of this evidence has been collated into a consultation report that the Governors considered prior to deciding whether to make a submission to the Education Funding Agency/Secretary of State.

Dates and actions of the Consultation:

Ardley Hill Academy - Business Case for a significant change.

Date	Action
21 st September 2015	Consultation begins
8 th October 2015 - 5pm	Meeting with Ardley Hill Academy Staff, Governors & Trade Unions
8 th October 2015 - 7pm	Meeting with Ardley Hill Academy Parents, carers and other stakeholders
Monday 19th October 2015 - 3.30pm	Consultation ends
December 2015	Ardley Hill Academy Governors consider outcome of consultation and decide whether to proceed with the proposal. If approved, send report on Consultation to Education Funding Agency (EFA) and Local Authority
12 January 2016	Local Authority consider approval for the project
No prescribed timescale	Decision sort from the Education Funding Agency
If agreed, new SEN ASC provision opens at Ardley Hill Academy	September 2016

List of who was involved in the consultation and when/how they were informed:

Who – as per DfE list for academy proposed changes		When/how
Parents of children who attend the academy		On launch day – via email, newsletter or paper copy
Parents in the area		Press release
Primary, secondary special schools and sixth form and FE colleges in the area.		Article in Central Essentials on 18/09/15
The Admissions Forum for the academy’s area, where one exists (if admissions are to be affected).		Only Luton & Herts have an Admissions Forum
Any NHS Trust or Foundation Trust responsible for the hospital or other provision in the area in which the school is situated.		Email asap following launch FTMembership@ldh.nhs.uk
Any diocesan authority/faith sponsor for religiously designated academies must be consulted		Email asap following launch
Who	Via	When
School staff	Paper copy of consultation document and/or link to consultation document on AH website	On day of publication or asap after
School Governing Body	Paper copy of consultation document and/or link to consultation document AH website	On day of publication or asap after
Trade unions	Email with link to consultation	During week following date

	document on AH website	of publication
Local MP –	Email with link to consultation document on AH website	During week following date of publication
Dunstable Town Council	Email with link to consultation document on AH website	During week following date of publication
Local CBC Ward members	Email with link to consultation document on AH website	Within one week of publication on the website
Other CBC Ward Members	Article in Members Bulletin 18/09/15 with link to consultation document on AH website	During week following date of publication

There was a positive response to the consultation with 12 parent responses in all:

Neither agree nor disagree - 1
 Agree - 4
 Strongly Agree - 7

Examples of responses:

- Mr Smith (Headteacher) is a fabulous head of the school and always is hands on. Defiantly strongly agree.
- We feel it would be beneficial to the Academy and the pupils.
- It is important that children with ASC are given the opportunity to integrate with children in mainstream if this action is appropriate for their specific needs.
- Having a special needs nephew I understand the disruption that can be caused, however I also understand that children with mild autism should have access to mainstream education. I therefore hope that this will not disrupt my child’s education and each case/child will be thoroughly assessed to ensure they are suitable for entry to the school and that the school is suitable for them.
- I think this is a good step, as long as the Academy has the full backing, support of the council and the rest of the analysis group.
- Staff’s response has been wholly supportive and none of them have written or emailed any concerns at all.

Following the completion of the consultation, the Academy Governors have decided that as there are no objections, they wish to proceed with the proposal and seek agreement from the Education Funding Agency for a significant change to Ardley Hill Academy and for support from the Executive of Central Bedfordshire Council.

As a result, the Chair of Governors has sent the following email to Central Bedfordshire Council:

23rd November 2015

After the recent consultation for the proposed new SEN ASC Provision at Ardley Hill Academy we received the following number of responses:

Parents Response

Neither agree nor disagree 1

Agree 4
Strongly Agree 7

Within these responses there were no issues raised and everybody was supportive and therefore the Governing Body still wish to proceed with the proposal.

Yours sincerely
Julie Allen
Chair of Governors

Ardley Hill Academy Governors also considered the impact on the academy's admission's policy and concluded that as admissions to this specialist provision are agreed through Children's Services which consults the host school prior to admission. The academy's admissions criteria will not apply and therefore will not need to change.

School performance

Ardley Hill Lower School converted as an Academy on 1 June 2012 and changed its age range with approval of the Secretary of State to become a Primary School from September 2014. The predecessor school was judged as Good by Ofsted at its last inspection in October 2011.

The proposed provision would both support and be supported by our Academy ethos of putting the child central to everything we do. We have consistently proved we can narrow the gap for all SEN children to less than the national average and are striving to draw it narrower still.

The positive, collaborative and successful relationships we have built with our parents would support the provision and enable parents to continue to play a large role in the Academies drive to raise standards for all children.

Impact on the Academy:

The proposed introduction of the specialist provision will have many benefits for the Academy as a whole:

- The diversity of needs both within the current pupils and new admissions will support an inclusive atmosphere where every pupil is valued for their strengths and not their difficulties.
- Specialist staff recruited to work within the provision will bring a wealth of experience and innovative ways of working with pupils that will benefit all pupils through professional discussion and development.
- The provision will give local parents a real choice about where their child is educated.
- Links with the local Area Special School will be enhanced through closer links including further training opportunities for all staff.

Finance and accommodation

The new provision is planned to be housed in purpose built accommodation situated within the grounds of the academy that can support the integration of children within the main school but also provide support when small group or one to one work is more appropriate. The new accommodation would also provide for meeting room and office accommodation for staff.

Ardley Hill Academy has commissioned a feasibility study for the new accommodation and will continue to work with Central Bedfordshire Council and our professional advisors to define the final building works that would be required and the capital funding that will be required from Central Bedfordshire Council to enable them to be provided.

The core revenue funding for this specialist provision is provided by the High Needs Block, part of the Dedicated Schools Grant (DSG) to each school's Individual Schools Budget (ISB).

To ensure continuity of specialist staffing this aspect is funded annually by Central Bedfordshire Council based on the number of commissioned places funded at £10k per place plus full top-up weighted to the age of the pupils in the provision, irrespective of the number of children actually present within the provision.

Ardley Hill Academy will also receive a proportional increase in funding of devolved formula capital and where eligible, universal infant free school meals against actual pupils on roll.

Central Bedfordshire Council will undertake a feasibility study to determine the capital implications arising as a result of the proposal. The outcome of this feasibility study and capital implications will be reported to Central Bedfordshire Council's Executive on 12 January 2016.

Detailed projections

As detailed above, to ensure continuity of specialist staffing this aspect is funded annually by Central Bedfordshire Council based on the number of commissioned places funded at £10k per place plus full top-up weighted to the age of the pupils in the provision, irrespective of the number of children actually present within the provision. Ardley Hill Academy will also receive a proportional increase in funding of devolved formula capital and where eligible, universal infant free school meals against actual pupils on roll.

Staffing (including Trades Unions):

In terms of staffing the provision, staff and Trades Unions will be consulted on all school organisation proposals related to changes to schools and Academies as part of the informal and statutory process required by regulations and DfE guidance.

The Academy will continue to have the support of its commissioned H.R. Provider where the proposal requires changes in school staff structures or to terms and conditions of employment. Central Bedfordshire Council's Schools Statutory H.R. Team will lead TUPE consultations with existing specialist staff at the local Middle School currently running the provision and there is an expectation that staff would wish to transfer to the new provision if the proposal is approved.

Using the financial details above, Ardley Hill Academy have produced three possible revenue funding scenarios which includes income from Central Bedfordshire Council and the costs of different staffing structures:

Revenue Funding - 8 place primary special educational needs (SEN) setting for an autistic spectrum condition provision (ASC) at Ardley Hill academy

<u>Scenario 1 - 3 x Higher Level Teaching Assistants</u>			
		£	
£10,000	x 8	80,000.00	Funding
£9,458		9,458.00	Top up
£20,849	x3	-62,547.00	Level 4 HLTA
Balance for consumables and other related costs		26,911.00	

<u>Scenario 2 - 2 x Higher Level Teaching Assistants plus 1 Teaching Assistant</u>			
		£	
£10,000	x 8	80,000.00	Funding
£9,458		9,458.00	Top up
£20,849	x2	-41,698.00	Level 4 HLTA
£18,376		-18,376.00	Level 3 TA
Balance for consumables and other related costs		29,384.00	

<u>Scenario 3 - 2 x Higher Level Teaching Assistants plus M3 Teacher</u>			
		£	
£10,000	x 8	80,000.00	Funding
£9,458		9,458.00	Top up
£20,849	x2	-41,698.00	Level 4 HLTA
£25,932		-25,932.00	M3 Teacher
Balance for consumables and other related costs		21,828.00	

LA contact details

Rob Parsons
 Head of School Organisation & Capital Planning
 Central Bedfordshire Council
 Watling House
 High Street North
 Dunstable
 LU6 1LF
 Phone Number: XXXXX
 Email: XXXX

Sign-off by the trust's accounting officer

Business case approved by: XXXXXXXX (Accounting officer for the trust)

Date: XXXXX

Central Bedfordshire Council

EXECUTIVE

12 January 2016

Shared Legal Services

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

Advising Officers: Deb Broadbent- Clarke, Director of Improvement and
Corporate Services
(deb.broadbent-clarke@centralbedfordshire.gov.uk)

This report relates to a Key Decision

Purpose of this report

1. This report follows the recommendations and report approved by Executive on 1 December which agreed in principle to the establishment of a shared legal service with another local authority(s) for the provision of legal services for Central Bedfordshire Council.
2. This report seeks Executive approval of the legal shared service provider following the selection process.
3. An appendix on the private agenda will be circulated late setting out the scores and recommended provider.

RECOMMENDATIONS

The Executive is asked to:

1. **note the outcome of the selection process for a provider of a legal shared service; and**
2. **appoint the provider as set out in Appendix A (to be circulated as a late item).**

Executive Summary

4. The report concludes that the provider recommended in Appendix A be appointed as a partner to Central Bedfordshire Council for the provision of legal services.

Overview and Scrutiny Comments/Recommendations

5. A presentation on the background to these proposals was given to the Corporate Resources Overview and Scrutiny Committee on 27 October 2015. The Committee was broadly supportive of the proposals. There were questions around the ways in which efficiencies might be made under this proposal whilst maintaining current service levels and around the detail of the current legal services – both of these issues were addressed in the previous report to Executive on 1 December 2015. Whilst the Committee was pleased to have received the presentation in advance of the report to Executive, there was a concern to give proper scrutiny to the proposals.
6. It was therefore discussed further at the Corporate Resources Overview and Scrutiny Committee at its meeting on 15 December 2015, when it was concluded that the approach taken to sharing legal services was supported by the Committee.

Issues

7. In common with other Local Authorities, Central Bedfordshire Council has experienced a tightening of finances, and this is set to continue for at least another four years to enable the present Government to achieve its objectives in reducing the deficit in public sector expenditure.
8. The financial challenge is heightened due to the effect of demography in Central Bedfordshire and rising demand for social care interventions along with a population increase creating further demand on universal services.
9. There are three key requirements of the options explored in this report and recommended:
 - they should make cashable savings. A target of at least £240k from the base budget has been set and is being recommended in the draft budget for 2016/17;
 - the quality of the legal advice and service must be maintained or improved – this includes requiring bidders to make proposals about how this will be guaranteed, taking into account the Council's current legal service and ensuring no diminution for example of the availability of planning lawyers or advocacy skills; and
 - current employees must have protection of terms and conditions and if possible improved employee welfare and terms.

The Selection Processes

10. As the arrangement is one of collaboration between public authorities the competition was not required to be run on strict EU procurement rules, although these were used as the basis of the competition between bidders to ensure transparency and fairness.
11. 3 bidders were invited to submit proposals – these were all those who were interested and whose Head Office was less than 1.5 hours travel time away from Priory House which is where legal services are based. Travel time of more than 1.5 hours was deemed to be unacceptable and impractical.

Elimination Process

12. There were some criteria set by the selection panel as potential 'elimination' questions – in other words if bidders could not comply with these criteria then they would be excluded from further consideration. These were;
 - a. The selected partner organisation will save a minimum of 10% of the current CBC spend on legal services and reduce the demand for legal services.
 - b. Quality and service levels will be maintained and improved.
 - c. Staff will be well looked after and provided for within the shared service and terms and conditions of employment and primary place of work will be unaffected.
 - d. The selected partner organisation will be able to demonstrate a satisfied customer base and will welcome the opportunity for CBC to take references.
 - e. Data handling and case management will be industry leading.
 - f. The partner organisation will have a secure financial footing with meaningful plans for expansion.
 - g. The CBC Monitoring Officer, who will be named along with a Deputy Monitoring Officer, who will be provided by the Legal Shared Service.
 - h. Implementation of the new service will be complete by 1st April 2016.

The weighting which was given to all of the criteria was 40% price (or savings) and 40% quality as well as 20% staff welfare.

The Selection Panel

13. The selection panel was chaired by the Director of Improvement and Corporate Services, and also comprised the Chief Finance Officer, the Chief Procurement Officer, and 2 representatives from the Council's Legal Services team. The bidders all carried out presentations to a group of 3 staff from Legal Services as well as all members of the panel. The Executive Member for Corporate Resources was involved throughout and received detailed briefings on the evaluations as well as attending the presentations.

The Assessment Process

14. Written bids were evaluated against firstly the 'elimination' questions shown above and then against the following criteria:
 - Commercial arrangements
 - Service partnership terms for new entrants.
 - Expectations and requirements of CBC.
 - Expected set up and transfer costs
 - Deployment/ implementation plan.
 - What portion of legal service is sourced outside of service and from whom?
 - What is the range of specialisms provided from within the service and what is excluded?
 - Expectation on exclusivity.
 - How will governance work?
 - What will CBC's share of the shared service be and CBC's expected contribution i.e. investment.
 - TUPE arrangements/ pension provision.
 - Plans for harmonisation of employment terms and conditions.
 - Approach to the delivery of social value.
 - Approach to data handling and case management

Where bidders were unclear on any of the above, they were required to answer further questions.

15. References were taken up.
16. The outcome of the selection process is shown at Appendix A.

The current Central Bedfordshire Council Legal service

17. CBC Legal Services comprises a team of 39 employees (34.52fte), comprised of qualified solicitors, paralegal and administrative staff.

18. The team aims to provide a comprehensive service for all CBC client departments and this covers the following areas of legal specialism:
 - i) Child protection and associated litigation
 - ii) legal issues arising in connection with Adoption and fostering
 - iii) The law relating to Adult social care including ordinary residence and DoLs
 - iv) Court of protection
 - v) Education including management of admission appeals
 - vi) Employment Law litigation and advice
 - vii) Planning and development control including S.106, and planning enforcement
 - viii) Planning policy issues
 - ix) Highways law
 - x) General property law including lease and licenses and conveyancing
 - xi) Contract and procurement
 - xii) Judicial Review
 - xiii) General civil litigation – evictions; breach of contract.
 - xiv) Local Government law, corporate governance and monitoring officer function.

19. The above list of areas of activity exemplifies that fact that the legal issues arising for local authorities are wide ranging and this is one of biggest challenges faced by in-house legal teams in this sector. The legal profession, in common with other professions, has experienced a significant move towards greater specialisation and this in turn means that the in-house team must augment its service by using external solicitors and barristers whose charges reflect that fact that they include a significant uplift for overheads and profit margins.

20. The team members are divided into 3 main teams People, Commercial Services and Business Support, each headed up by a manager. These 3 teams are further sub-divided in to 9 teams based on functional areas. The budget for Legal Services was realigned for 2015/6 to fully fund all establishment posts. The disbursement budget was also increased to allow for additional external costs incurred due to an increase in child protection matters.

How savings will be made

21. There are a number of ways in which a bigger legal service (through sharing) can achieve efficiencies;
 - The first is simply by having a wider range of staff (trainees, paralegals, lawyers and so on) and making better use of the range of staff and specialists so that we do not use expensive senior lawyers to do work that a trainee or paralegal could do.

In this way we are making sure that work gets done at the lowest grade commensurate with competence to carry it out satisfactorily. There will be a wider range of lawyers and more of them, enabling us to spread the work and maximise our efficiency.

- Also we know that existing shared services should be able to improve our systems, processes and support.
- With a bigger team, it is possible to develop specialisms that a smaller team cannot afford and so put less work out to the private sector.
- There are economies of scale which come from spreading fixed costs over a broader cost base, and from procuring systems, law libraries and so on for all of the authorities in the shared service.
- Finally, there is a market for lawyers with specialist knowledge and experience of working within the public sector. If the rates are competitive this model is attractive alternative to commercial firms with their expensive overheads. The surplus generated on external work subsidises the provision to internal (owners). In a company model, financial benefits are delivered through dividend distributions and indirectly through discounted rates for shareholders.

Council Priorities

- Creating stronger communities
 - Enhancing Central Bedfordshire
 - Improving Education and Skills
 - Delivering Great Residents' Services
 - An efficient and responsive Council
 - Protecting the vulnerable, promoting well being
22. This proposal would achieve cashable savings with no reduction in quality leading to a more efficient and responsive Council.

Legal Implications

23. The recently enacted Public Contract Regulations 2015 updated and to some extent reformed the previous regulations which had been in place for many years. One of the key developments in the relevant case law had involved the increasing use of shared services amongst bodies within the public sector. The courts had demonstrated a willingness to enable this public to public cooperation by exempting inter municipal cooperation from the requirements in certain circumstances.
24. The two main exemptions had become known as the Hamburg and the Teckal exemptions after the names of the cases in which the principles had been established by the European Court of Justice.

25. These exemptions have now been formally recognised within UK law in the new Public Contract Regulations¹. In summary, where the local authority is an owner or part owner of the provider organisation or exercises a significant influence over it, there is no private sector ownership and the bulk of its activity is undertaken for the owning/controlling bodies, the procurement of services from it is exempt from the requirements of Public Contract Regulations.
26. In addition to these exemptions the use of powers of delegation between local authorities, as enabled under the Local Government Act 1972, has also been used as a basis for obviating the need for a full procurement process because it is argued that delegation of a function is materially different to a procurement of services from a provider.
27. It should be noted that because the current Monitoring Officer and Assistant Director for Legal Services is also the manager of one of the potential bidders the Council has sought independent legal advice on the way forward from an external lawyer throughout this process.

Financial Implications

28. The financial implications are as set out in this report.

Equalities Implications

29. Central Bedfordshire Council has a statutory duty to promote equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of nine protected characteristics; age disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Council employs a Policy Adviser to lead on these requirements and this role is not affected by the current proposal.
30. The Legal Services Team provide advice, as and when required relating to employment law and equality issues. On a few occasions, external legal advice has also been sought related to specific service development related proposals.
31. The development of a shared service proposal might help reduce the need to seek external legal advice.
32. Any transfer of council staff would be handled in accordance with the Managing Change Policy which takes full account of equality requirements related to employees.

¹ S.13 Public Contract Regulations 2015

Background Papers

The following background papers, not previously available to the public, were taken into account and are available on the Council's website:

None.

Central Bedfordshire Council

EXECUTIVE

January 2016

2015/16 Quarter 2 Performance Report

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

Advising Officer: (Deb Broadbent-Clarke, Director of Improvement and Corporate Services ([Deb Broadbent-Clarke @centralbedfordshire.gov.uk](mailto:Deb.Broadbent-Clarke@centralbedfordshire.gov.uk)

This report relates to a non-Key Decision

Purpose of this report

1. To report Quarter 2 2015/16 performance for Central Bedfordshire Council's Medium Term Plan (MTP) indicator set. This report comprises the following sections:
 - overall summary for the Quarter 2 (see paragraphs 7 and 8).
 - the Executive report scorecard (see page 2 of this report)
 - performance as at end of quarter 2 (page 6)
 - Green performance
 - Amber performance
 - Red performance
 - Directorate summaries (pages 7 to12 of this report).

RECOMMENDATIONS

The Executive is asked to:

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

2. Council adopted the new Five Year Plan 2015-2020 in November 2015. Currently a new basket of performance measures is being developed to monitor our progress against the new Plan. Until these are agreed we will continue to report on the Council's Medium Term Plan (MTP) indicator set.

Overview and Scrutiny Comments/Recommendations

3. During the January cycle of meetings, relevant sections of this report will be presented to the Overview and Scrutiny committees.

Executive report scorecard - Quarter 2

Enhance your local community						
	Performance will be reported	Latest Actual	Last Reported	Direction of Travel	Current Status	
...	A1 MTP Percentage of Central Bedfordshire residents satisfied with the local area as a place to live	Resident's Survey (Bi-Annual)	88 %	Apr 15	-	★
...	A2 MTP Number of people in employment aged (16 to 64) (% above national average)	Quarterly	4.9 %	Jun 15	↓	●
...	A3 MTP % of approved residential developments achieving CABE excellent status	Quarterly	100 %	Sep 15	→	★
...	A4 MTP Number of Serious Acquisitive Crimes (Rate for 1,000)	Quarterly	2.8	Sep 15	→	★
...	A5 MTP Number of recorded anti-social behaviour incidents	Quarterly	2,294	Sep 15	↓	n/a
Improved educational attainment						
...	B1 MTP Achievement of 5 or more A*-C grades at GCSE or equivalent including English & Maths - ranking	Annual (Dec)	72	Dec 14	↑	▲
...	B2 MTP Young People who are not in education, employment or training-Ranking	Annual Average (Nov - Jan)	42	Feb 15	↑	●
...	B3 MTP Number of education and training opportunities made available in the Autumn.	Annual (School Yr)	5,278	Dec 14	↑	★
...	B4 MTP Published Ofsted School & College classifications (% good/outstanding)	Quarterly	85 %	Sep 15	↑	★
Promote health and wellbeing and protect the vulnerable						
...	C1 MTP Protecting Vulnerable Adults	Quarterly	Green	Sep 15	→	★
...	C2 MTP Additional 'Extra Care' flats provided	Quarterly	Red	Sep 15	→	▲
...	C3 MTP Percentage of decent homes (Council stock)	Quarterly	99.9 %	Sep 15	→	●
...	C4a MTP Village Care Scheme % Coverage	Quarterly	100 %	Sep 15	→	★
...	C5a MTP Percentage of council commissioned dementia classed as 'good' or 'excellent'	Quarterly	81.8 %	Sep 15	↓	★
...	C6a MTP % Adults 18+ receiving self directed support	Quarterly	91.8 %	Sep 15	↑	n/a
...	C6b MTP % Carers receiving self directed support	Quarterly	88.4 %	Sep 15	↑	n/a
...	C7 MTP Percentage of 40 to 74 year olds offered a health check	Quarterly	90.4 %	Sep 15	↑	●
...	C8a MTP % of referrals of children leading to the provision of a social care service (Cumulative)	Quarterly	83.5 %	Sep 15	↑	★
...	C9a MTP % of children's social care assessments within 45 working days of start (Cumulative)	Quarterly	88.8 %	Sep 15	↓	●
...	C10 MTP % child protection cases due to be reviewed during that year were reviewed	Quarterly	100 %	Sep 15	→	★
...	C11 MTP Average time in days between a child entering care and moving in with its adoptive family	Quarterly	514	Sep 15	↑	▲
Better infrastructure						
...	D1a MTP Percentage resident satisfaction with road maintenance	Resident's Survey (Bi-Annual)	31 %	Apr 15	↓	▲
...	D1b MTP Percentage resident satisfaction with pavement maintenance	Resident's Survey (Bi-Annual)	48 %	Apr 15	↑	●
...	D2 MTP Percentage of Central Bedfordshire with access to superfast broadband	Annual (March)	76.8 %	Mar 14	↑	★
...	D3 MTP Percentage of Central Bedfordshire with access to at least 2Mb broadband	Annual (March)	91.4 %	Mar 14	↑	n/a
Great universal services						
...	E1 MTP % of household waste sent for reuse, recycling & composting (Rolling 4 Quarters)	Quarterly	48.5 %	Mar 15	↓	●
...	E2 MTP Percentage of adults in Central Bedfordshire taking part in sport or active recreation (APS)	Bi-Annual (Oct/Apr)	25.4 %	Apr 15	↑	★
...	E3 MTP Percentage Satisfaction of adults with library services	Every 3 years (Mar)	95 %	Mar 13	↑	★
...	E4 MTP Number of visits to libraries	Annual (March)	932,865	Mar 15	↓	n/a
Value for money						
...	F1 MTP Percentage increase in Council Tax	Annual (March)	0 %	Mar 15	→	★

4. There are 30 indicators in the current MTP basket. 25 have agreed targets and a RAG status and direction of travel and for the other five we only report a direction of travel.
- 18 indicators are reported quarterly
 - four twice yearly
 - i. two in Q1 & 2
 - ii. two in Q1 & 3
 - seven annually
 - iii. one in Q1
 - iv. one in Q3
 - v. five in Q4 (or as soon after when data is available)
- and
- one indicator is only measured every three years and is next due to be reported in Q1 2016/17.
5. Arrows in the scorecard show the performance 'direction of travel' and the RAG symbols shows whether or not agreed targets are being met.

Performance Judgement		
Direction of travel (DoT)	RAG score	
 Performance is reducing		Target missed – Performance at least 10% below the required level of improvement
 Performance remains unchanged		Target missed – Performance less than 10% below the required level of improvement
 Performance is improving		Target achieved

6. In this report the latest data for all the Council's MTP indicators is shown, even if new data is not being reported this quarter, so that a complete picture of overall performance is given.

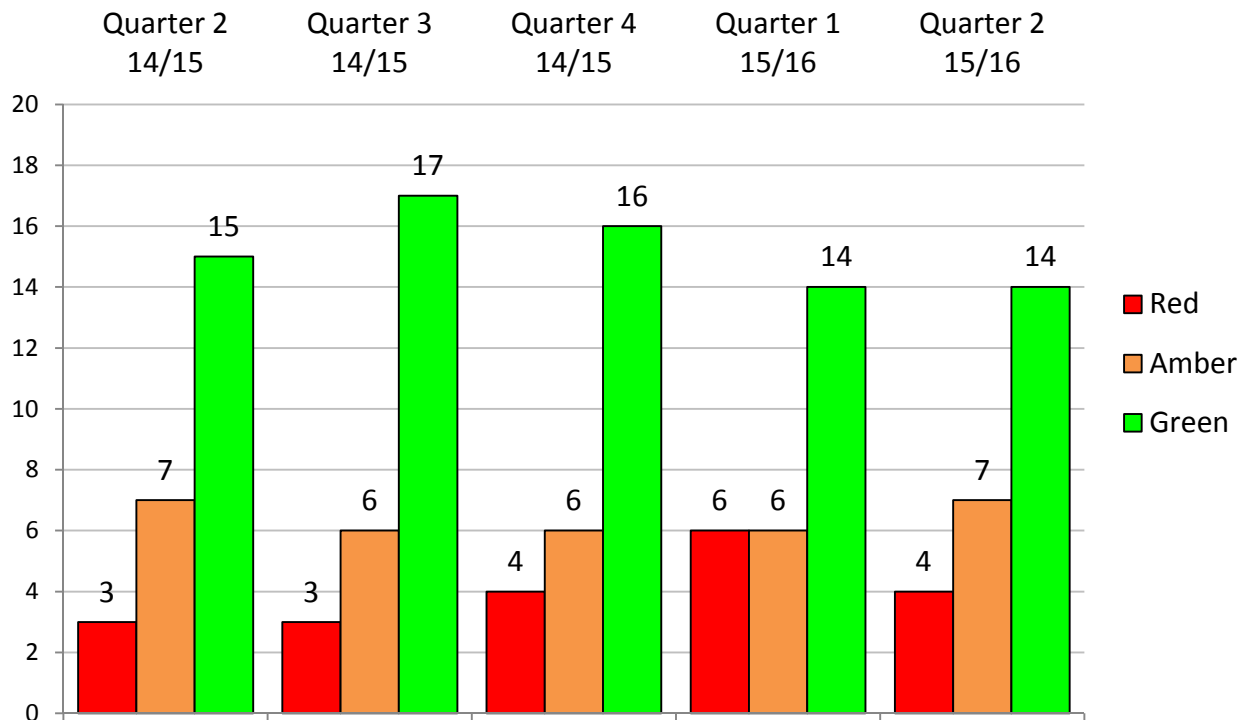
Quarter 2 Summary

7. There are 30 indicators in the Medium Term Plan basket. At the end of Quarter 2, 25 have RAG scores:
- 14 are GREEN
 - 7 are AMBER
 - 4 are RED, and
 - 5 are NOT SCORED as these do not have targets set.

C6 MTP % of clients receiving self directed support previously reported is no longer being collected by the Health and Social Care Information Centre as they are reporting two new indicators, C6a % Adults 18+ receiving self directed support and

C6b % Carers receiving self directed support. These now feature in this report and as these are newly introduced national indicators as yet no targets have been set.

8. The following table shows the current RAG Status for all indicators at the end of Quarter 2 and for each preceding quarter in 2014/15 reflecting latest data available.



Comparing Q2 2015/16 against last quarter (Q1 2015/16):

9. 17 indicators reported new data in Quarter 2 and in the main performance reported in the last quarter has been sustained. Of these:

- 8 are GREEN;
- 4 are AMBER;
- 2 are RED; and
- 3 are NOT SCORED.

10. Four indicators have a changed RAG status since we last reported to Executive.

2. A2 MTP number of people in employment aged 16-64 has declined from 5.7% (GREEN) reported March 2015 to 4.9% (AMBER) in June 2015, which is just under our target of 5% above the national average..
3. C7 MTP % of 40 to 74 year olds offered a health check. This has improved from 85.3% (RED) at the end of Q1 to 90.4% (AMBER) at the end of Q2.
4. C8a MTP % of referrals of children leading to the provision of a social care service. This has improved from 76.8% (AMBER) at the end of Q1 to 83.5% (GREEN) at the end of Q2.
5. C9a MTP % of children’s social care assessment within 45 working days of the start. This has declined from 92.8% (GREEN) at the end of Q1 to 88.8% (AMBER) at the end of Q2. Although our 90% target was not achieved this quarter this is still good performance when compared to the 81.5% national

average (2014/15). Action has been taken by Children's Services to deliver improvement for this performance measure and they are confident this will be reported at Q3.

Comparing Q2 2015/16 with Q2 2014/15:

11. Within each of the RED, AMBER and GREEN categories there are indicators showing movement when compared to the same quarter last year. As we still await data for six indicators, we can directly compare 19 actuals reported this quarter with those reported in 2014/15:

- 16 maintained RAG status:
 - 12 remain GREEN with three continuing to achieve the maximum level of performance (100% or above);
 - 2 remain AMBER
 - 2 remain RED
- 3 indicators show a decline in performance.
 - C7 MTP % of 40 to 74 year olds offered a health check. This has declined from 124.1% (GREEN) at the end of Q2 2014/15 to 90.4% (AMBER) at the end of Q2 2015/16.
 - C9a MTP % of children's social care assessment within 45 working days of the start. This has declined from 93.6% (GREEN) at the end of Q2 2014/15 to 88.8 % (AMBER) at the end of Q2 2015/16. As noted above Children's Services are confident improved performance will be reported in Q3.
 - C11 MTP Average time in days between a child entering care and moving in with its adopted family. This had reduced from 523 days in Q2 2014/15 down to 514 days at the end of Q2 2015/16. However the RAG status has moved from AMBER to RED as our local target has been lowered to reflect the government's aspiration for shorter adoption timescales.

12. Overall this shows performance is being sustained and remains strong across the priorities in the Medium Term Plan.

Quarter 4 – Green

Green Performance					
...	Indicator	Latest data	Target (Period)	Actual (Period)	Current Status
...	A1 MTP Percentage of Central Bedfordshire residents satisfied with the local area as a place to live	Apr 15	84 %	88 %	★
...	A3 MTP % of approved residential developments achieving CABE excellent status	Sep 15	100 %	100 %	★
...	A4 MTP Number of Serious Acquisitive Crimes (Rate for 1,000)	Sep 15	3.2	2.8	★
...	B3 MTP Number of education and training opportunities made available in the Autumn.	Dec 14	5,211	5,278	★
...	B4 MTP Published Ofsted School & College classifications (% good/outstanding)	Sep 15	75 %	85 %	★
...	C1 MTP Protecting Vulnerable Adults	Sep 15	Green	Green	★
...	C4a MTP Village Care Scheme % Coverage	Sep 15	100 %	100 %	★
...	C5a MTP Percentage of council commissioned dementia classed as 'good' or 'excellent'	Sep 15	60.0 %	81.8 %	★
...	C8a MTP % of referrals of children leading to the provision of a social care service (Cumulative)	Sep 15	80.0 %	83.5 %	★
...	C10 MTP % child protection cases due to be reviewed during that year were reviewed	Sep 15	100 %	100 %	★
...	D2 MTP Percentage of Central Bedfordshire with access to superfast broadband	Mar 14	76.8 %	76.8 %	★
...	E2 MTP Percentage of adults in Central Bedfordshire taking part in sport or active recreation (APS)	Apr 15	22.6 %	25.4 %	★
...	E3 MTP Percentage Satisfaction of adults with library services	Mar 13	93 %	95 %	★
...	F1 MTP Percentage increase in Council Tax	Mar 15	0 %	0 %	★

Quarter 4 – Amber

Amber Performance					
...	Indicator	Latest data	Target (Period)	Actual (Period)	Current Status
...	A2 MTP Number of people in employment aged (16 to 64) (% above national average)	Jun 15	5.0 %	4.9 %	●
...	B2 MTP Young People who are not in education, employment or training-Ranking	Feb 15	38	42	●
...	C3 MTP Percentage of decent homes (Council stock)	Sep 15	100.0 %	99.9 %	●
...	C7 MTP Percentage of 40 to 74 year olds offered a health check	Sep 15	100.0 %	90.4 %	●
...	C9a MTP % of children's social care assessments within 45 working days of start (Cumulative)	Sep 15	90.0 %	88.8 %	●
...	D1b MTP Percentage resident satisfaction with pavement maintenance	Apr 15	50 %	48 %	●
...	E1 MTP % of household waste sent for reuse, recycling & composting (Rolling 4 Quarters)	Mar 15	51.0 %	48.5 %	●

Quarter 4 – Red

Red Performance					
...	Indicator	Latest data	Target (Period)	Actual (Period)	Current Status
...	B1 MTP Achievement of 5 or more A*-C grades at GCSE or equivalent including English & Maths -ranking	Dec 14	38	72	▲
...	C11 MTP Average time in days between a child entering care and moving in with its adoptive family	Sep 15	457	514	▲
...	C2 MTP Additional 'Extra Care' flats provided	Sep 15	Green	Red	▲
...	D1a MTP Percentage resident satisfaction with road maintenance	Apr 15	36 %	31 %	▲

Social Care, Health & Housing

Promote health and wellbeing and protect the vulnerable	Performance will be reported	Actual	Latest Data	Direction of Travel	Current Status
C1 MTP Protecting Vulnerable Adults	Quarterly	Green	Sep 15	➔	★
C2 MTP Additional 'Extra Care' flats provided	Quarterly	Red	Sep 15	➔	▲
C3 MTP Percentage of decent homes (Council stock)	Quarterly	99.9 %	Sep 15	➔	●
C4a MTP Village Care Scheme % Coverage	Quarterly	100 %	Sep 15	➔	★
C5a MTP Percentage of council commissioned dementia classed as 'good' or 'excellent'	Quarterly	81.8 %	Sep 15	⬇	★
C6a MTP % Adults 18+ receiving self directed support	Quarterly	91.8 %	Sep 15	⬆	n/a
C6b MTP % Carers receiving self directed support	Quarterly	88.4 %	Sep 15	⬆	n/a

Summary - Social Care, Health & Housing

Quarter 2 (July - September) 2015/16

Overall performance remains good against the Medium Term Plan priority "Promote health and wellbeing and protecting the vulnerable"

Safeguarding awareness is improving. Information sharing across local partner agencies remains strong and helping to ensure timely response to safeguarding alerts. A review of enquiries made regarding safeguarding shows a higher proportion of reported good and excellent outcomes.

Priry View Independent Living development is due for completion in January 2016. Good progress is being made on other independent living schemes such as Houghton Regis Central. Engagement with local residents will help to influence design of the Scheme.

Decent homes remain a high performing measure at 99.9%. Work has commenced on the 3 Council owned properties which did not meet the decent homes standard, as reported in quarter one.

The Village Care and Good Neighbour Schemes continue to expand across Central Bedfordshire. More jobs supporting people in their communities were carried out this quarter. Volunteers are also being trained by Trading Standards to protect vulnerable from cold callers.

The measure for reporting proportion of clients receiving self directed support has now changed. This has now been replaced by two measures which report separately on the proportion of people using social care and the number of carers receiving self-directed support. In September 2015, the percentage of people using social care who received self directed support increased from 86% to 92% for service users and from 85% to 88% for carers. This reflects the increased emphasis on person-centred care approach which is enabling more people to control how their care and support is delivered, particularly for carers.

The focus on commissioning for outcomes to improve the quality of care for people with dementia remains.

Public Health

Promote health and wellbeing and protect the vulnerable	Performance will be reported	Actual	Latest Data	Direction of Travel	Current Status
C7 MTP Percentage of 40 to 74 year olds offered a health check	Quarterly	90.4 %	Sep 15	↑	●

Summary - Public Health

Quarter 2 (July- September) 2015/16

Health Checks continue to be an effective way to identify residents who are at high risk of developing cardio-vascular disease and then to provide them with support to reduce this risk through changing lifestyle behaviours and / or medication.

At the end of September the percentage of Health Checks offered remained slightly below target at 90% (7448 invited against a target of 8242). The conversion rate, which is the proportion of Health Checks delivered against those offered, at 43.2% is lower than our target of 66% but in line with national rates.

Work has continued to support GP practices including improved promotional literature for patients and sharing best practice. Point of care blood testing has been introduced in practices to reduce the number of appointments and therefore increase uptake of the health check. A number of practices who have successfully delivered Health Checks have expressed an interest in providing this offer to the patients of other practices, the contractual arrangements to enable this to happen are being actively explored.

Children's Services

Improved educational attainment	Performance will be reported	Actual	Latest Data	Direction of Travel	Current Status
B1 MTP Achievement of 5 or more A*-C grades at GCSE or equivalent including English & Maths -ranking	Annual (Dec)	72	Dec 14	↑	▲
B2 MTP Young People who are not in education, employment or training-Ranking	Annual Average (Nov - Jan)	42	Feb 15	↑	●
B3 MTP Number of education and training opportunities made available in the Autumn.	Annual (School Yr)	5,278	Dec 14	↑	★
B4 MTP Published Ofsted School & College classifications (% good/outstanding)	Quarterly	85 %	Sep 15	↑	★
Promote health and wellbeing and protect the vulnerable					
C8a MTP % of referrals of children leading to the provision of a social care service (Cumulative)	Quarterly	83.5 %	Sep 15	↑	★
C9a MTP % of children's social care assessments within 45 working days of start (Cumulative)	Quarterly	88.8 %	Sep 15	↓	●
C10 MTP % child protection cases due to be reviewed during that year were reviewed	Quarterly	100 %	Sep 15	→	★
C11 MTP Average time in days between a child entering care and moving in with its adoptive family	Quarterly	514	Sep 15	↑	▲

Summary - Children's Services

Quarter 2 (July - September) 2015/16

This report includes the final 2014 results for the percentage of pupils achieving 5 or more A* - C grades at GCSE or equivalent including English and Maths. However, the latest 2015 provisional results are available - with 57.2% of Central Bedfordshire pupil achieving 5 or more A* - C grades at GCSE or equivalent including English and Maths. This is a 0.1% increase from 2014 (57.1%) - ranking Central Bedfordshire as 60/151 local authorities. It should however be noted that these figures are subject to change. Final results are expected by February 2016.

The annually reported NEET measure (using the 3 month average for November 14 , December 14 and January 15) is included in this report. Quarterly performance supports that the percentage young people not in education, employment or training (NEET) remains low. At the end of Quarter 2 Central Bedfordshire's performance improved (from 3.7% in Quarter 1 to 3.5% in Quarter 2 with a ranking of joint 12th in the country). It should however be noted that NEET data across the financial year is subject to a number of fluctuations. The position at Quarter 2 does not therefore determine how well a Local Authority might perform from Nov -Jan (the period when the national NEET performance is measured).

85% of schools and colleges are good or outstanding - which is good performance. Ofsted publish a similar indicator which does not include colleges or sponsored Academies which are yet to be inspected. This shows Central Bedfordshire compares well to statistical neighbours and national averages - as at 31 March 2015, 84% of Central Bedfordshire schools are good or better and the Statistical Neighbour Average was 82% and England 82%.

The Academy of Central Bedfordshire Alternative Provision was inspected for the first time on 16 June 2015 and was judged as Good.

Oak Bank School was inspected on 7 July 15 and was judged Outstanding.

All Saints Academy was inspected on 8 July 2015 and was judged to have Serious Weaknesses (the inspection report was published on 25 September 2015). The Academy's current position has been raised with the Regional Schools Commissioner to ensure the Academy makes the required improvements.

Performance data across safeguarding measures is good at the end of Quarter 2 2015/16. Child protection reviews completed within timescales continue to achieve the 100% target.

83.5% of referrals have led to the provision of a social care service - with performance above the increased target of 80%. This indicator reflects the proportion of referrals that go on to further social care input, in most cases this will be to start an assessment. Detailed analysis of completed referrals has shown that assessments are started where needed and continue to focus correctly on the right children who need our services.

88.8% of children's social care assessments have been completed within 45 working days. Whilst this is just below the target of 90%, this is good performance. In 2014/15 Central Bedfordshire was ranked 9th best out of 152 local authorities with 96.7% of all assessments completed within 45 days. The national average was 81.5% and the Statistical Neighbour average was 84%.

Children are placed in their permanent home without undue delay which is particularly important in enabling very young children to form positive emotional attachments. The average timescales from entering care and moving in with adoptive family for the 3 years ending 30 September 15 was 514 days. Whilst this is 57 days above the nationally set target, the timings remain in the best interests of the child and the adoptive family. This is 110 days below the comparator average for 2011/14 and, Central Bedfordshire continues to compare well to other local authorities. With more adoptions planned and shorter timescales in most cases it is expected that improvements will be apparent in future months.

Community Services

Enhance your local community	Performance will be reported	Actual	Latest Data	Direction of Travel	Current Status
A1 MTP Percentage of Central Bedfordshire residents satisfied with the local area as a place to live	Resident's Survey (Bi-Annual)	88 %	Apr 15	↓	★
A5 MTP Number of recorded anti-social behaviour incidents	Quarterly	2,294	Sep 15	↓	n/a
	Seasonal				
A4 MTP Number of Serious Acquisitive Crimes (Rate for 1,000)	Quarterly	2.8	Sep 15	↓	★
Better infrastructure					
D1a MTP Percentage resident satisfaction with road maintenance	Resident's Survey (Bi-Annual)	31 %	Apr 15	↓	▲
D1b MTP Percentage resident satisfaction with pavement maintenance	Resident's Survey (Bi-Annual)	48 %	Apr 15	↑	●
Great universal services					
	Seasonal				
E1 MTP % of household waste sent for reuse, recycling & composting (Rolling 4 Quarters)	Quarterly	48.5 %	Mar 15	↓	●
E2 MTP Percentage of adults in Central Bedfordshire taking part in sport or active recreation (APS)	Bi-Annual (Oct/Apr)	25.4 %	Apr 15	↑	★
E3 MTP Percentage Satisfaction of adults with library services	Every 3 years (Mar)	95 %	Mar 13	↑	★
E4 MTP Number of visits to libraries	Annual (March)	932,865	Mar 15	↓	n/a

Summary - Community Services

Quarter 2 (July - September) 2015/16

Serious Acquisitive Crime (SAC) offences have increased in Central Bedfordshire during Quarter 2 2015/16 compared to the same period last year. 730 SAC offences were recorded, which is 63 more offences than were recorded in Quarter 2 2014/-15, an increase of 10%. This is due to an increase in all three areas of SAC compared to Quarter 2 of last year. Theft from motor vehicle offences have increased by 31%, theft of motor vehicle offences has increased by 41% and there was one more robbery offence (4% increase). The increase seen in vehicle crime offences is linked to an organised crime group who are targeting a specific make of vehicle. Domestic Burglary offences are 36% lower in this quarter than in the previous year, with 78 fewer offences recorded.

In Quarter 2 2015-16 there were 2,294 Anti Social Behaviour incidents reported to Bedfordshire Police for Central Bedfordshire. This is an increase of 342 incidents on Quarter 2 last year, an increase of 17.5%. This is a continuing issue, predominantly due to the increase in reporting of nuisance motorcycles in the south of the area, although numbers have dropped off significantly in the last month with 200 fewer incidents reported in September compared to August.

Despite an increase in NNDR expenditure, commercial performance has been maintained in Quarter 2 at 8.2%, due to an offset by increased revenue from industrial property. Industrial property underpins the strong commercial return as income increases from new lettings. Farm performance has improved slightly compared to Quarter 1 as back rent has been recovered following a rent review settlement and regularisation of leases.

Regeneration

Enhance your local community	Performance will be reported	Actual	Latest Data	Direction of Travel	Current Status
A2 MTP Number of people in employment aged (16 to 64) (% above national average)	Quarterly	4.9 %	Jun 15	↓	●
A3 MTP % of approved residential developments achieving CABE excellent status	Quarterly	100 %	Sep 15	→	★
Better infrastructure					
D2 MTP Percentage of Central Bedfordshire with access to superfast broadband	Annual (March)	76.8 %	Mar 14	↑	★
D3 MTP Percentage of Central Bedfordshire with access to at least 2Mb broadband	Annual (March)	91.4 %	Mar 14	↑	n/a

Summary - Regeneration

Quarter 2 (July - September) 2015/16

Record levels of enquiries are being received following the launch of the new Be Central Bedfordshire website. New interactive maps and developments have now been added to the website, and have had over 5,000 visits. Since April 2015 we have managed 87 new enquiries, which is more than the whole of last year. To date this year, confirmed successes will support approximately 580 new jobs.

The Superfast Broadband Project continues to deliver to plan and plans are being developed to accelerate deployment and extend coverage further. 6,781 premises were connected in the last quarter. Overall, 13,131 homes and business out of 15,500 premises have been connected. This is 85% of the overall local target, with 52 cabinets having gone live.

Planning performance has continued to fluctuate slightly during Quarter 2 due to resource pressures on the service, which is a national issue, but a targeted recruitment campaign is now underway and is set to resolve this.

Both the overall and youth unemployment rates in Central Bedfordshire have continued to fall, along with the number of people claiming Job Seekers Allowance (JSA), and all remain low compared to national rates.

Performance continues to be strong and reflects the realignment of the Directorates services and resources. This is ongoing as the Directorate acts upon the challenges that resulted from the Government announcements regarding changes to Planning that has an impact on the service. The changes to the welfare system, particularly around expectations on young people claiming Universal Credit, has also presented challenges and ongoing pressures that the Employment & Skills service have to meet.

Regeneration & Business will actively work to encourage the growth of suitable businesses in Central Bedfordshire; influencing this through effective use of our assets, sector development and a package of support from Central Bedfordshire Council aligned to our key businesses, sectors and potential investors.

Finance

Value for money	Performance will be reported	Actual	Latest Data	Direction of Travel	Current Status
F1 MTP Percentage increase in Council Tax	Annual (March)	0 %	Mar 15	➔	★

Summary - Finance

Quarter 4 (January to March 2015)/Quarter 2 update

At Full Council on 26 February, the Council agreed for the fifth consecutive year not to increase the Council Tax charges it makes; so there were no increase for the 2015/16 year arising from CBC charges.

This has only been possible through very careful financial management which has seen some £70m removed from the annual running costs of the council since 2009. Whilst no increase in Council Tax required a further saving of £13.7m to be made in the 2015/16 financial year for a balanced budget, this is being carefully planned so that front line services are protected as much as possible.

The 2015/16 budget provides for £186.5m to be invested in day-to-day services across our area in the next year. Council also agreed a four-year programme of spending from capital and housing budgets to invest in services such as leisure, new and improved accommodation to help people to live independently and improvements to the area's roads.

The Medium Term Financial Plan process for 2016/17 - 2019/20 was taken by the Executive at its August meeting. This paper set the scene for the next iteration of the budget which will need to consider the implications of the emergency budget in July and the next spending round, the details of which are due to be announced in December. Indications are that Local authorities will continue to see significant cuts in funding which will need to be addressed through further efficiencies. It has also been announced that Public Health will see an in year grant reduction of £0.75M.

Council Priorities

13. The high proportion of indicators scored as Green evidences that the Council continues to perform well across a wide range of services and the MTP indicator basket underpins the delivery of the Council's Medium Term Plan priorities:
- enhancing your local community – creating jobs, managing growth,
 - protecting our countryside and enabling businesses to grow.
 - improved educational attainment
 - promote health and well being and protect the vulnerable
 - better infrastructure – improved roads, broadband reach and transport
 - great universal services – bins, leisure and libraries
 - value for money – freezing council tax.

Corporate Implications

Legal Implications

14. None directly, however any areas of on-going underperformance would be a risk to both service delivery and the reputation of the Council.

Financial Implications

15. None directly, although the MTP indicator set monitors the percentage increase in Council Tax.

Equalities Implications

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

Public Health

18. The MTP indicator set includes an indicator monitoring the percentage of 40 to 74 year olds offered a health check.

Sustainability:

19. A broad range of indicators relating to sustainability including those covering employment, access to broadband, library usage, active recreation and waste are included in the MTP indicator set.

Community Safety:

20. The levels of serious acquisitive crime and anti-social behaviour are included in the MTP indicator set.

Risk Management:

21. Effective monitoring of performance indicators mitigates the risk of failing to deliver the Council's priorities, reputational risks and the risk of failing to deliver statutory responsibilities.

Appendix A – LG Inform comparators

Background Papers None

22. Of the 30 indicators used to monitor our Medium Term Plan commitments, eleven have comparator data available through LG Inform web based tool comparing our performance with national averages and an overview is presented in Appendix A to this report to show how well we compare overall.
23. Currently we can only report on these eleven indicators as the metrics and the data held in LG Inform differ slightly from those reported in our quarterly performance reports - either in terms of the currency of the data as much of this is historical, or because the exact definition of the measure is slightly different, and whenever indicators we measure in our Medium Term Plan indicator basket become available within the LG Inform web-based tool we continue to integrate this into our performance reporting.

Central Bedfordshire Council - MTP indicators reported in LG Inform

The Council's Medium Term Plan (MTP) 'Delivering Your Priorities' sets out this Council's priorities and the way in which we measure performance in delivering these. There are a total of 30 indicators used to monitor these MTP commitments of which eleven have comparator data available through LG Inform. These eleven indicators are presented in this report which enables an understanding of how we compare to other areas.

While not all the indicators we measure in our Medium Term Plan indicator basket have comparator information available within the LG Inform web-based tool, where this is available we are now integrating this into our performance reporting framework.

In some cases the metrics and the data held in LG Inform differ slightly from those reported in our quarterly performance reports - either in terms of the currency of the data as much of this is historical, or because the exact definition of the measure is slightly different. However, the charts and text give a high level overview of how CBC performance for these eleven measures compare with national averages.

How to interpret the charts

The report contains a series of horizontal bullet charts comparing recent Central Bedfordshire performance against the national average across eleven different indicators. Each chart is followed by some summary text which provides a brief overview.

On each chart the purple dot represents the Central Bedfordshire figure and the blue dot shows the national (England) average.

Polarity is based upon Central Bedfordshire's performance relative to 'All English authorities'. The polarity colours are separated into three (green, amber, red) with green representing better performance. Arrows down the right hand side reflect the direction of travel in Central Bedfordshire for that indicator compared to the previous year/quarter. Note that for some metrics a lower figure represents better performance.

Two of the charts present data that LG Inform considers to have no polarity (ie. there is no definition as to whether a high or low figure is considered better performance) - this is clearly stated in the text following each chart. Therefore the colours of these charts are less relevant. In these charts yellow represents higher values and black reflects lower values.

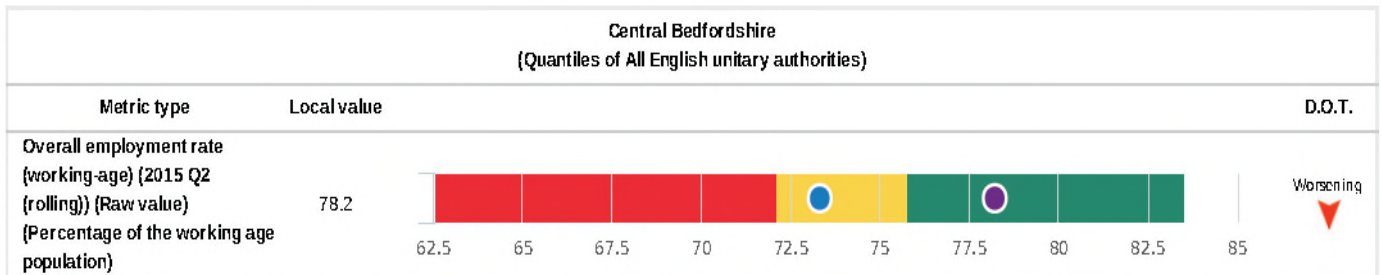
Please note that the time period covered by each indicator varies, with the date listed in the heading down the left hand side.



LG Inform

LG Inform is an online tool developed by the Local Government Association (LGA) that brings together publically available information for easy comparison.

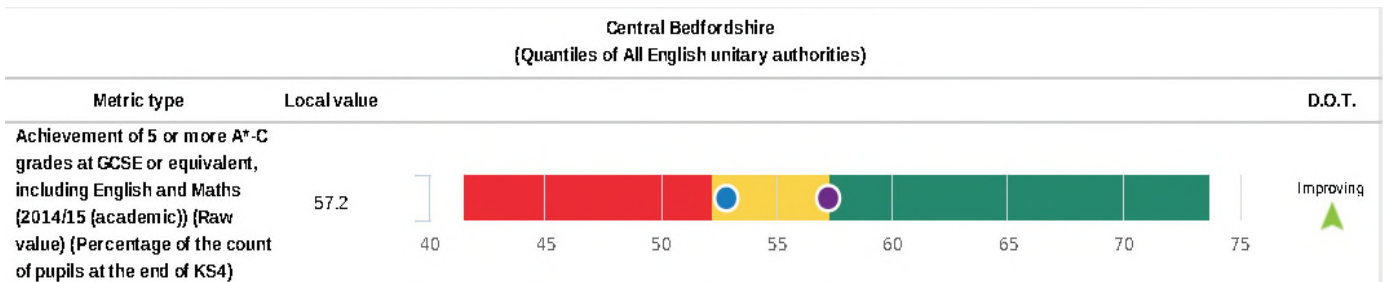
Central Bedfordshire Medium Term Plan Indicators



The employment rate in Central Bedfordshire stood at 78.2% in June 2015, compared to the national figure of 73.3%.

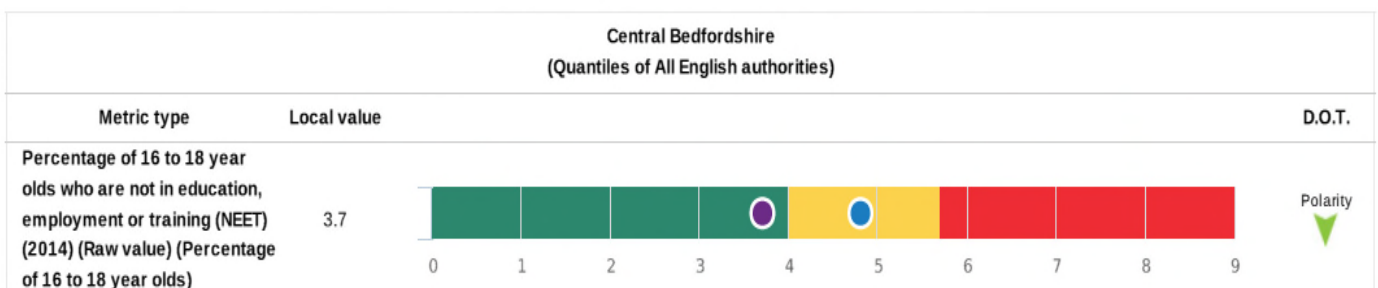
Our medium term plan commitment is to remain 5% above the national average and CBC is currently just short of target on 4.9% points above the England average for June 2015.

This is a drop from the previous quarter when the CBC rate was 5.7% above the national figure. The CBC rate dropped from 78.6% to 78.2%, although this decline is not in line with other data such as unemployment levels and could be accounted for by the confidence intervals.



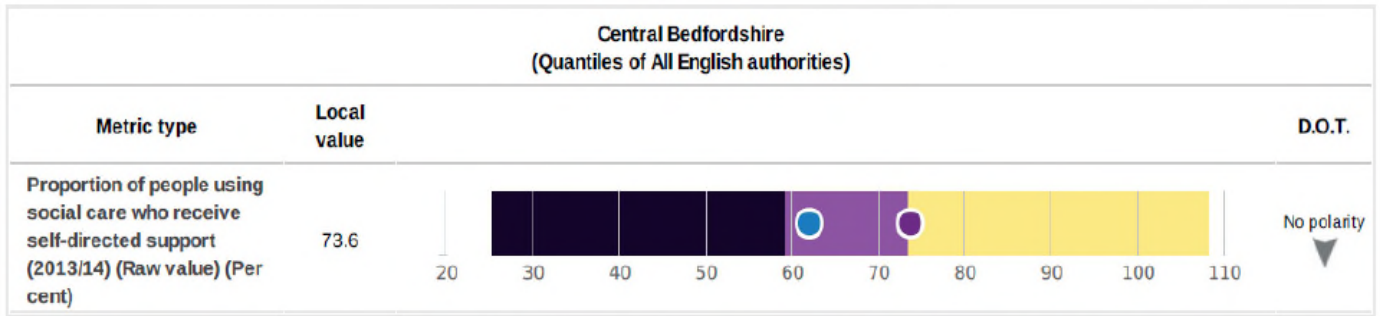
In 2014/15, 57.2% of pupils at the end of Key Stage 4 in Central Bedfordshire achieved 5 or more A*-C grades at GCSE or equivalent, including English and Maths, compared to the national average of 52.8%. These figures for 2014/15 are provisional.

Our MTP commitment is to be in the top 25% by 2016 (ie. ranked in the top 38). The 2013/14 results position Central Bedfordshire's ranking as 72 of 151 local authorities, a major improvement from 114th in the previous year, and provisional rankings suggest a further increase to 60th for 2014/15.



The rate of NEETs has fallen from 4.3% in 2013/14 to 3.7% in 2014/15, well below the national average of 4.7%. Central Bedfordshire improved again to 3.5% by September 2015.

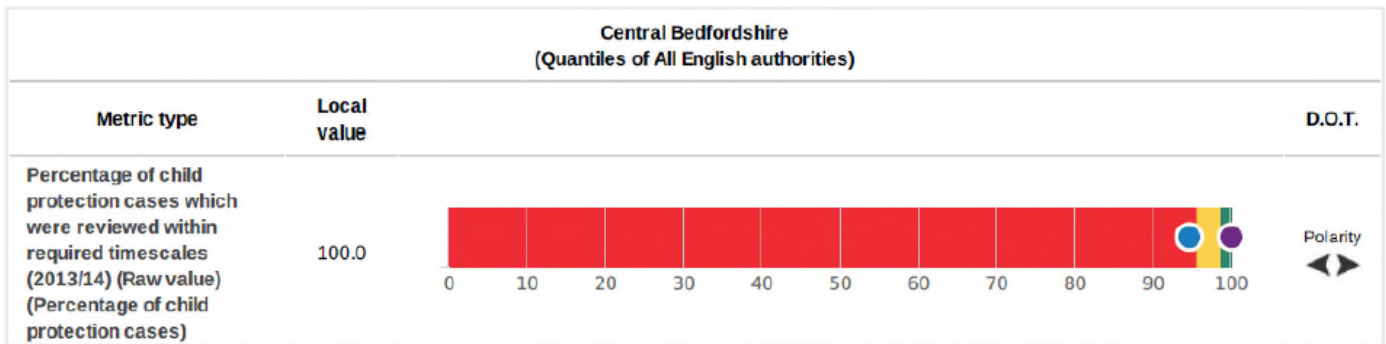
Our MTP commitment is to be in the top quartile (ie. ranked in the top 38) and reduce the numbers year on year. The 2014/15 results position Central Bedfordshire ranking as 42 of 152 local authorities, a slight improvement from 43rd in the previous year.



Our MTP commitment was to achieve 100% performance, which was a challenging stretch target set locally.

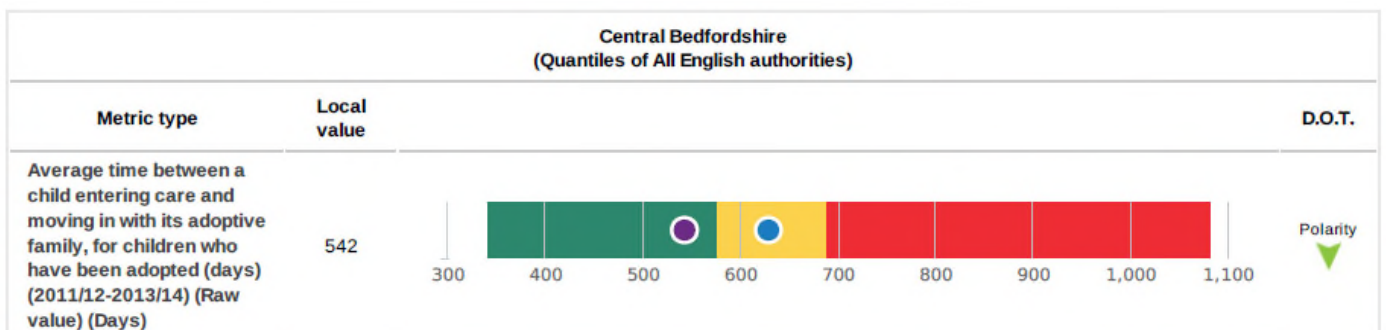
The proportion of people in 2013/14 using social care who receive self-directed support was 73.6%, significantly greater than the national rate of 61.9%. This measure has now been replaced by two separate measures, one focusing on adults aged 18+ and the other looking at carers. We anticipate these will be reported on LG Inform from next year.

Note that this metric has no polarity.



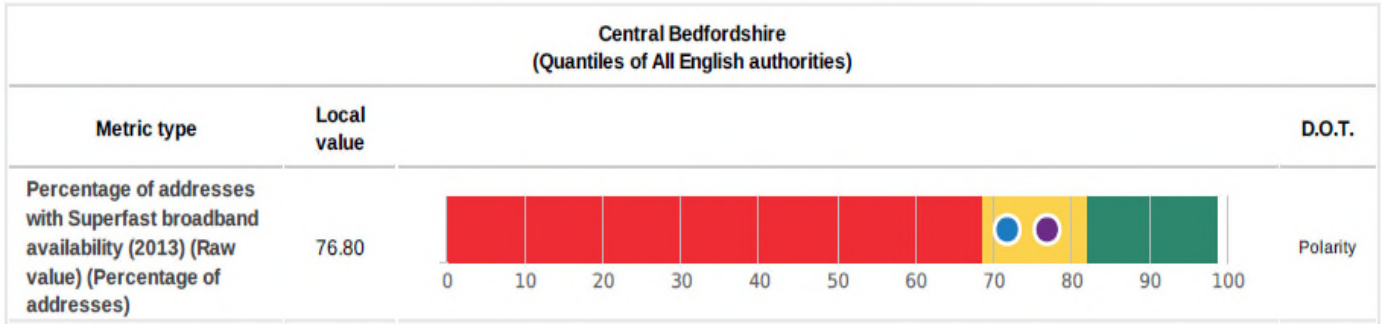
Our MTP commitment is to ensure 100% of child protection plans are reviewed within the required timescales and we monitor and report this performance on a quarterly basis, where as LG Inform reports on an annual basis.

100% of child protection cases were reviewed within the required timescales in Central Bedfordshire in 2013/14, compared to the England average of 94.6%. Central Bedfordshire also achieved 100% in 2014/15.



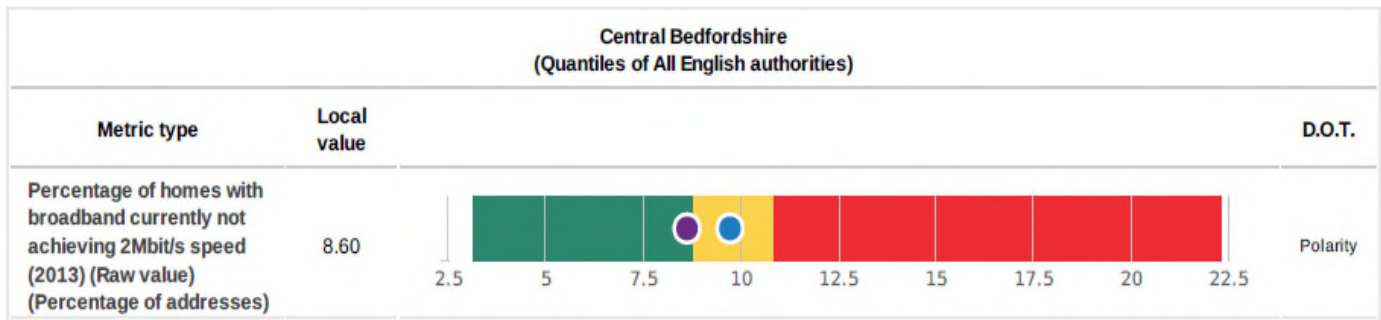
Our MTP commitment is to meet government targets and the chart above shows that in 2011/12-2013/14 Central Bedfordshire, at 542 days over a rolling 3 year target, was well ahead of the national average (628 days) for the average time taken between a child entering care and moving in with its adopted family.

Our latest MTP Quarter 2 report for September shows a rate of 514 days, against a locally set target of 457 days.



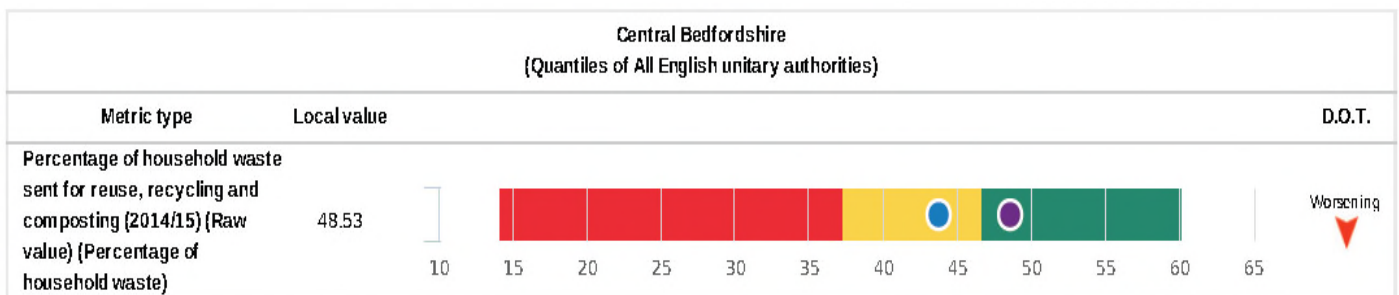
Our MTP target is for 95% of households in Central Bedfordshire to have access to superfast broadband by 2016.

By the end of 2013/14 Central Bedfordshire was on target with 76.8% households having access to superfast broadband, compared to the England rate of 71.7%.



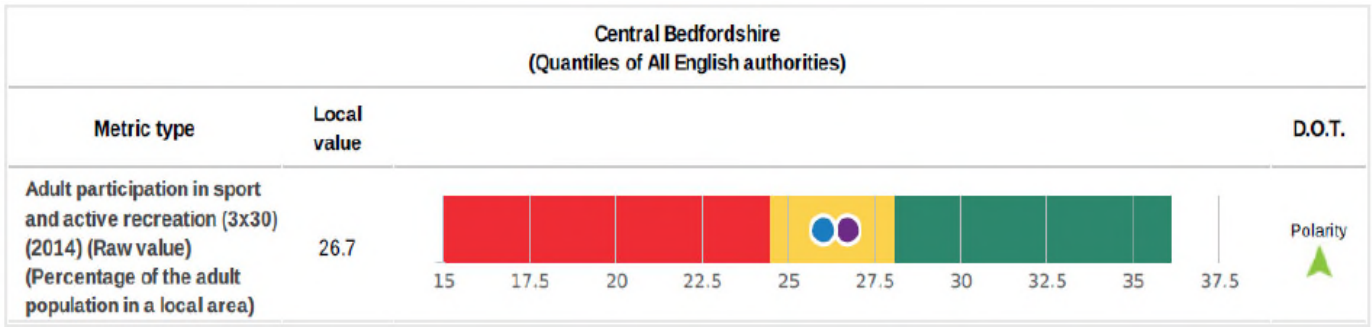
Our MTP commitment is for all Central Bedfordshire households to have access to at least 2mb broadband by 2016.

The above chart shows that by the end of 2013/14, 8.6% of Central Bedfordshire homes were yet to reach this standard, slightly better than the national average of 9.7%.



Our MTP commitment is to achieve a 60% reuse, recycling or composting rate by 2020.

By the end of 2014/15, 48.53% of waste arising from Central Bedfordshire's households was sent for reuse, recycling or composting, compared to the lower national rate of 43.7%. Central Bedfordshire's rate dropped slightly from 49.77% in 2013/14.

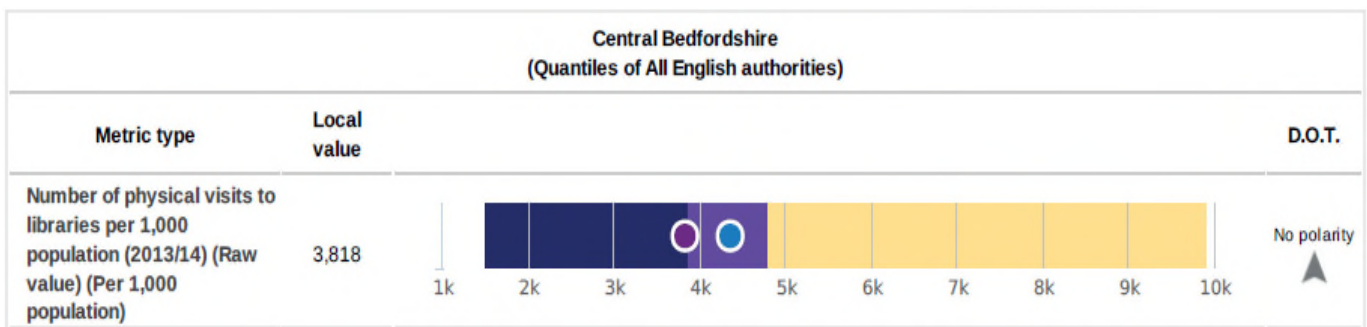


Our MTP commitment is to ensure Central Bedfordshire's adult participation in sport and physical activity remains above the national average.

The Active Sport Survey records participation with two measures informing on those who participate in the equivalent of at least 3 sessions of 30 minutes sport or recreation per week.

The measure reported in LG Inform recorded a 26.7% participation in Central Bedfordshire which was slightly higher than the England average of 26.0%.

The measure we use in the MTP shows the percentage of adults in Central Bedfordshire taking part in sport or active recreation is 25.4%, a slight increase from the previous result of 23.3%.



Our MTP commitment is to achieve a 20% increase in the usage of libraries by 2016 from the 2011/12 baseline to around 1.3 million visits in a year.

The above chart records the number of visits per 1,000 people for 2013/14 with Central Bedfordshire at 3,818 performing below the national average of 4,344.

The actual number of visits to Central Bedfordshire libraries recorded for 2014/15 is 932,865, a decrease from 993,971 in 2013/14.

Note that this metric has no polarity

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