

**CENTRAL BEDFORDSHIRE CAPITAL PROGRAMME 2011/2012****Full list of capital schemes**

Title and Description of the Scheme	Revised Capital Programme- Approved by Executive 15th November 2011			Provisional outturn			Full Year Variance			Over / under spend			Transfer into 2012/13			Explanation of significant variances (Actual compared with the budget) and justification for approving slippage.
	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
<p><b>Disabled Facilities Grants Scheme</b> The project is the provision of mandatory Disabled Facilities Grants (DFG's) funding, to adapt homes of people with disabilities to meet their specific needs.</p>	3,370	(588)	2,782	3,066	(704)	2,362	(304)	(116)	(420)			0	(304)	(116)	(420)	Increased grant income and contributions from residents, together with a delay in some approvals whilst budget was approved. Business case currently being prepared to increase officer resources to enable this to be spent in 12/13.
<p><b>Renewal Assistance</b> The project is the provision of grant or loan assistance in accordance with Central Bedfordshire Council's Private Sector Housing Renewal Policy, to help the most vulnerable people in the area to repair or improve their homes to make them safe, warm and healthy.</p>	244	(44)	200	131	(20)	111	(113)	24	(89)			0	(113)	24	(89)	Difficult to gauge demand for what is often emergency assistance. Following promotion of the Warmer Homes Scheme in 11/12 it is anticipated that there will be greater demand for Home Improvement Assistance in 12/13.
<p><b>NHS Campus Closure</b> The NHS Campus Closure Programme is backed with NHS Capital funding, to provide up to date and future proofed, accommodation for people with severe Learning Disabilities care homes which were commissioned by the former Bedfordshire Health Authority in the early 1990's. Due to the limitations of these existing buildings to be adapted or refurbished, they are unable to provide a supported living model and alternative tenancy based accommodation is being developed. The programme was started in 2007 by the legacy authority - Bedfordshire County Council. CBC now acts as the agent for all 3 authorities - Bedford Borough, Luton Borough and Central Bedfordshire. The scheme is intended to provide much more individual living space, enabling personalised care and support to promote independence. The programme has achieved measurable increases in practical independence of individuals such as cooking, shopping and taking care of their own space within their flats with Support. Tenants who have moved to the new flats are less disturbed at night and require less noise.</p>	4,430	(4,430)	0	1,803	0	1,803	(2,627)	4,430	1,803			0	(2,169)	2,169	0	
<p><b>Timberlands and Chiltern View Gypsy and Traveller Sites</b> Timberlands is in poor condition, there are public health issues and refurbishment is long overdue resulting in tensions relating to site management. Grant has been secured for 75% of proposed costs.</p>	931	(699)	232	0	0	0	(931)	699	(232)			0	(931)	699	(232)	No spend at site as final tenants were not removed until Jan / delay in decision on number of pitches. Contractor currently being procured.
<p><b>Empty Homes</b> The project is the provision of funding to undertake capital works to long term empty properties that are subject to enforcement action by the Council. The enforcement action would be compulsory purchase or empty dwelling management orders.</p>	200	(40)	160	48	0	48	(152)	40	(112)	(152)	40	(112)			0	Delays due to legal process and challenge by owner.
Social Care IT Infrastructure	0	0	0	0	0	0	0	0	0			0			0	
Social Care Single Capital Pot	0	0	0	161	(430)	(269)	161	(430)	(269)			0			0	
Mental Health Single Capital Pot	0	0	0	0	0	0	0	0	0			0			0	

<u>Adult Social Care ICT Projects</u> This project includes RP203, AIS/FACE, Web Site development & Electronic Social Care Record developments.	280	(280)	0	0	0	0	(280)	280	0			0	(160)	160	0	
<u>Retention on HL Improvements</u>	2	(2)	0	0	0	0	(2)	2	0			0			0	
<u>Step Up/ Step Down Refurbishment Works</u> This project is the provision of a facility to try and reduce the number of people admitted or re-admitted to hospital.	50	(50)	0	0	0	0	(50)	50	0	13	(13)	0			0	
<u>Sheltered Housing</u> This capital grant will be used to improve the assets that support sheltered housing.	20	(20)	0	0	0	0	(20)	20	0			0	(20)	20	0	Business Case pending
<u>BUPA Repronision</u>	0	0	0	0	0	0	0	0	0			0			0	
<b>Total Social Care, Health and Housing:</b>	<b>9,527</b>	<b>(6,153)</b>	<b>3,374</b>	<b>5,209</b>	<b>(1,154)</b>	<b>4,055</b>	<b>(4,318)</b>	<b>4,999</b>	<b>681</b>	<b>(139)</b>	<b>27</b>	<b>(112)</b>	<b>(3,697)</b>	<b>2,956</b>	<b>(741)</b>	

<u>Etonbury Middle School additional places</u> The project is to provide additional pupil places in response to recent housing developments in the area, utilising the approved S106 planning obligations funding.	167	(167)	0	29	(29)	0	(138)	138	0	0		0	(138)	138	0	
<u>Tithe Farm Lower</u> The use of Primary capital Funding to transform the "tired" and unsuitable accommodation at Tithe Farm Lower School to provide a C21st environment capable of providing accommodation fit to meet the needs of teaching and Learning.	942	(942)	0	1,008	(1,008)	0	66	(66)	0	66	(66)	0	0		0	
<u>Schools Access Initiative</u> There is a programme to enable the Council to meet its Statutory obligations. There is a Statutory duty on the Council to have an agreed accessibility strategy to enable local pupils to attend (local) school.	333	0	333	446	0	446	113	0	113	113		113	0		0	
<u>Arnold Middle School (H&amp;S part of larger phase 3 project)</u> The project will meet the needs, first identified in 2003, to improve the administration and music facilities for Arnold Middle School as part of the overall enlargement of the School to 600 permanent students.	343	13	356	241	0	241	(102)	(13)	(115)	(85)	(13)	(98)	(17)		(17)	
<u>Schools Capital Maintenance (Formerly New Deal for Schools Modernisation)</u> Modernisation funding is currently the only funding available to address the highest priority Repair and Maintenance needs across the schools estate. It would also be expected to be used to address the highest priority.	7,804	(6,993)	811	4,867	(4,056)	811	(2,937)	2,937	0	0		0	(2,937)	2,937	0	
<u>Basic Need</u> The funding is given to enable us to manage the pressures of population growth by providing new permanent capacity in our growth areas.	750	(750)	0	132	(2,132)	(2,000)	(618)	(1,382)	(2,000)	0	(2,000)	(2,000)	(618)	618	0	
<u>Roecroft Lower Relocation</u> This project is to provide Roecroft Lower School in stoffold with a new school on a new site from sept 2011, in response to increased population from the local growth area, meeting the Council's statutory obligations.	5,967	(5,967)	0	3,223	(1,223)	2,000	(2,744)	4,744	2,000	(2,638)	4,638	2,000	(106)	106	0	
<u>Temporary Accommodation</u> The purpose of this rolling programme is to enable the council to meet "unforeseen" or short term accommodation needs as a result of increased intakes into schools or as a result of organisational changes to meet KS1 class size legislation.	552	0	552	585	(183)	402	33	(183)	(150)	183	(183)	0	(150)		(150)	

All Saints Academy The project includes the rebuild and refurbishment of buildings previously comprising of the former Northfields Technology College, now All Saints Academy, Dunstable, as part of the previous Government's Academy programme.	11,604	(11,456)	148	8,686	(8,537)	149	(2,918)	2,919	1	0	0	(2,918)	2,918	0	
Teaching / Learning Practical Food Skills at KS3 at Gilbert Inglefield and Parkfields Middle Schools. Gilbert Inglefield and Parkfields Middle Schools are to be provided with a new purpose-built practical Food room. The new facilities will enable the Schools to meet a compulsory entitlement that every 11-14 year old pupil in all maintained schools across the country be able to cook a range of simple, nutritious meals from basic ingredients from September 2011.	231	(199)	32	283	(282)	1	52	(83)	(31)	76	(107)	(31)	(24)	24	0
Asbestos / Health & Safety Programme of asbestos removal in schools and various Health & Safety related improvements including a programme of fire alarm upgrades in schools, gas safety shut off systems in school kitchens, electrical safety issues, glazing upgrades and bunding for oil tanks. These programmes are informed by results of stock condition surveys and fire authority inspections.	322	0	322	369	-19	350	47	(19)	28	47	(19)	28			0
Schools Devolved Formula Capital This funding is for schools to use on capital condition / improvement work on their buildings in line with the priorities in their School Improvement Plan (SIP) and within the context of the School's Asset Management Plan (AMP). The grant is fully devolved to the schools through a national formula.	938	(938)	0	2,666	(2,667)	(1)	1,728	(1,729)	(1)	1,728	(1,729)	(1)			0
Childrens Centres (General Sure Start Grant) - Non School Children's Centres projects: 8 new phase 3 centres, major extension to a phase one centre (Tithe Farm Lower School), improvements to 2 phase two centres. A small proportion of the grant is directed for use on 'strategic maintenance', this includes invest to save through boiler replacement. Childcare Projects: 7 new preschools, small capital grants awarded by multi-agency panel to preschools and childminders.	114	(114)	0	298	(298)	0	184	(184)	0	184	(184)	0			0
Short Breaks (AHDC) This is ring fenced capital funding which is provided through the Sure Start Grant. It is specifically to support the transformation of services to disabled children and their families, in particular the provision of short breaks. From April 2011 it will be a duty on the Local Authority to provide short breaks for carers of disabled children. Includes Integrated Youth Support.	349	(349)	0	318	(319)	(1)	(31)	30	(1)			0	(31)	31	0
Standards Fund for Extended Schools A new preschool at Maple Tree Lower School. Funding has been withdrawn for other projects but may be reinstated. CBC have yet to be advised.	110	(110)	0	0	0	0	(110)	110	0	(110)	110	0			0

<p>Holmemead School ASD Provision</p> <p>The re-provisioning of the Library and ICT Suite in new build attached to the Sports Hall, and a refurbishment of the existing library and ICT Suite to become the ASD Provision and ancillary areas. It includes an extension to the car park to allow a pick up and drop off area for the pupils attending the provision.</p>	50	0	50	9	0	9	(41)	0	(41)	(31)		(31)	(10)		(10)
<p>Various Children's ICT projects unfunded by the Yourspace programme including Training Manager Pro, Candidate achievement system/Gizwear, 'Sheep Dip' and SimplyCollect. SimplyCollect enables the collection of census data directly from early years (EY) set.</p>	100	0	100	-	0	0	(100)	0	(100)			0	(100)	0	(100)
Caddington Village School	0	0	0	17	(17)	0	17	(17)	0	17	(17)	0			0
Improvements to School Kitchens	13	(13)	0	13	(13)	0	0	0	0	0	0	0			0
ICS	14	0	14	10	7	17	(4)	7	3	(4)	7	3			0
ESCR	47	0	47	30	0	30	(17)	0	(17)	0	0	0	(17)		(17)
Oakbank Specialist School	0	0	0	16	(16)	0	16	(16)	0	16	(16)	0			0
Hillcrest Specialist School	0	0	0	20	(20)	0	20	(20)	0	20	(20)	0			0
Childrens Services s106	0	0	0	13	(13)	0	13	(13)	0	13	(13)	0			0
St. Swithuns	0	0	0	5	0	5	5	0	5	5	5	5			0
Kingsland PRU	0	0	0	198	(198)	0	198	(198)	0	198	(198)	0			0
University Technical College	0	0	0	13	(13)	0	13	(13)	0	13	(13)	0			0
<b>Total Children's Families and Learning-Schools</b>	<b>30,750</b>	<b>(27,985)</b>	<b>2,765</b>	<b>23,495</b>	<b>(21,036)</b>	<b>2,459</b>	<b>(7,255)</b>	<b>6,949</b>	<b>(306)</b>	<b>(189)</b>	<b>177</b>	<b>(12)</b>	<b>(7,066)</b>	<b>6,772</b>	<b>(294)</b>

<p>Integrated Environmental Management System. (Slippage only)</p> <p>Procurement of a single ICT business application for Community Safety, Public Protection (Environmental Health, Trading Standards, Licensing), Waste, Private Sector Housing and Customer Services.</p>	138	0	138	91	0	91	(47)	0	(47)			0	(47)		(47)
<p>Capital Grant Aid to Voluntary Bodies</p> <p>Payments to community organisations</p>	0	0	0	17	0	17	17	0	17	17		17			0
<p>Cemeteries Grant to Town &amp; Parish Councils</p> <p>Two applications received: Flitwick Town Council and Westoning Parish Council.</p>	50	0	50	2	0	2	(48)	0	(48)			0	(48)		(48)
<p>Dunstable Community Football Development Centre</p> <p>Increased provision of community football pitches, BMX track, stadium, changing and community use facilities. Projects mainly funded by section 106 developer contributions and Football Foundation Grant.</p>	1,866	(1,030)	836	1534	(1,686)	(152)	(332)	(656)	(988)			0	(332)	(656)	(988)
<p>General Leisure Enhancement Contingency</p>	100	0	100	13	0	13	(87)	0	(87)			0	(87)		(87)
<p>Historic Building Grant Aid Scheme</p> <p>To restore or maintain over 1,900 listed buildings and structures in Central Bedfordshire. Scheme closed to new applicants. Amount to cover existing commitments only.</p>	33	0	33	8	0	8	(25)	0	(25)			0	(25)		(25)
<p>Leisure Centre Stock Condition/Asset Management Plan</p> <p>Council has contractual obligation to maintain facilities to safe standard. Need to comply with Health &amp; Safety legislation.</p>	330	0	330	411	(64)	347	81	(64)	17	81	(64)	17			0
<p>Playbuilder</p> <p>Refurbishment of play areas - outstanding commitments only.</p>	75	0	75		(11)	(11)	(75)	(11)	(86)			0	(75)	(11)	(86)
<p>Rolling Social &amp; Community Infra. Fund (Community House Leighton Buzzard - Fitting out and services)</p>	51	0	51	51	0	51	0	0	0			0			0

Swiss Garden Heritage Lottery Fund Project To restore and develop Swiss Garden, a Regency Garden linked to the Shuttleworth Collection. Proposal funded by Heritage Lottery Fund.	389	(289)	100	100	0	100	(289)	289	0	0	(289)	289	0		
Cranfield Technology Park Acceleration Acquisition of land to enable off site highway improvements in advance of future phases of the Technology Park. 100% externally funded.	300	(300)	0	0	0	0	(300)	300	0	0	(300)	300	0		
Development Proposal Flitwick Town Centre Acquisition of land to enable redevelopment of town centre and procurement of a development partner.	3,411	(3,398)	13	3307	(3,230)	77	(104)	168	64	(42)	106	64	(62)	62	0
Flitwick Land Purchase Further land assembly for the Town Centre Regeneration Scheme.	1,850	0	1,850	0	0	0	(1,850)	0	(1,850)	0	(1,850)	0		(1,850)	
Dunstable Town Centre Regeneration Phase 1 The project will provide a land assembly solution which will greatly assist in the delivery of the Dunstable Town Centre Masterplan.	1,500	0	1,500	57	(75)	(18)	(1,443)	(75)	(1,518)	57	(75)	(18)	(1,500)	(1,500)	The £57k is a legacy cost that was finally resolved in 2011/12, and covered by GAF reserve £75k.
Dunstable Town Centre Regeneration Phase 2 The project will see the purchase of nine properties that will assist with the delivery of the Town Centre masterplan.	700	0	700	0	0	0	(700)	0	(700)	0	(700)	0		(700)	
Houghton Regis Bedford Squire Renaissance Retention payments	0	0	0	126	0	126	126	0	126	126	126	126	0	0	
Straton Business Park Phase 4 Deliver 50,000 square meters of office and warehouse space. Facilitate creation of 1,067 jobs. Offsite drainage works, improved signage and other site improvements.	102	0	102	73	0	73	(29)	0	(29)	0	(29)	0		(29)	
Section 106 Schemes	0	50	50	1814	(1,814)	0	1,814	(1,864)	(50)	1,814	(1,864)	(50)		0	
Car Park Improvements & Ticket Machines The replacement of existing car park ticket machines in off street car parks and general improvements.	105	0	105	276	0	276	171	0	171	171	171	171	0	0	
Cycle Route Luton-Harpenden National cycle route Upper Lea Valley Greenway Connect2 scheme	230	(230)	0	0	0	0	(230)	230	0	0	(230)	230	0	0	
Dunstable A5/M1 Link Road Strategic Infrastructure Projects Funding allocated to assist the Highways Agency deliver on a new strategic road link, critical to new growth proposals around Dunstable and Houghton Regis.	3,026	(3,026)	0	3466	(5,000)	(1,534)	440	(1,974)	(1,534)	0	440	(1,974)		(1,534)	
Fleet replacement programme Ensures that vehicles required to support services to the community are safe and reliable and that expenditure for maintenance is kept to a minimum.	435	0	435	100	0	100	(335)	0	(335)	(171)	(171)	(164)		(164)	
Highways Bridge Assessment and Maintenance (R) CBC is required to assess highway structures and strengthen any that are sub-standard. There is risk of un-assessed structures failing. At £570k p.a. the programme will take eight years to complete. Quicker progress would reduce any risks arising from sub-standard structures.	570	0	570	471	(12)	459	(99)	(12)	(111)	(99)	(12)	(111)		0	

Highways Contract Lump Sums (R) There is a contractual commitment to pay the Highways Service provider, Arvey, a lump sum for a number of contracted services. If the lump sums are not separately funded then actual expenditure on capital schemes will have to be reduced, in order to fund this contractual commitment.	964	0	964	984	0	984	20	0	20	20	20	0	0	0	
Highways Flooding & Drainage (R) CBC is required, by law, to mitigate the risk and impact of flooding. Following severe damage from highways flooding in 2007-08 a programme of improvements has been drawn up to improve drainage and prevent flooding. Improving highway drainage will improve highway safety, reduce traffic disruption and reduce flooding damage.	340	0	340	353	0	353	13	0	13	13	13	0	0	0	
Highways Integrated Schemes (R) The draft Local Transport Plan 3 sets out a programme of improvement works such as "shared space" road layouts to deliver the Council's priorities for managing growth, reducing congestion, creating safer communities and promoting healthier lifestyles. Government grant is available to almost cover the entire cost of this programme.	1,474	(1,464)	10	632	(1,469)	(637)	(842)	(5)	(847)	(842)	(5)	(847)	(209)	209	0
Highways Street Lighting Maintenance Backlog (R) All corroded lighting columns in danger of collapse will be replaced. In addition, the lanterns on sound columns will begin to be replaced with more reliable, efficient and longer lasting varieties. This will reduce the Council's exposure to risk and allow savings on maintenance and energy costs.	1,054	0	1,054	1031	0	1,031	(23)	0	(23)	(23)	(23)	0	0	0	
Highways Structural Maintenance Block (R) £4m These schemes facilitate growth by ensuring that transport links are maintained to an acceptable standard and to create safer communities by reducing accidents caused by poor road and footway maintenance.	3,857	(3,857)	0	5222	(4,298)	924	1,365	(441)	924	1,365	(441)	924	0	0	
Highways Structural Maintenance Additional Expenditure. Schemes brought forward to 2011/12 from 2012/13 as agreed by Council November 2011.	3,000	0	3,000	2677	0	2,677	(323)	0	(323)	0	0	0	(323)	(323)	
Integrated Transport Unit ICT System Implement over multiple phases a passenger data and route management performance system. This will replace legacy databases created in different applications that are not linked and replicates data entry. The multiple phases is to increase automation and interfaces with other CBC systems progressively.	65	0	65	0	0	0	(65)	0	(65)	0	0	0	(65)	(65)	
Leighton Buzzard Western Bypass Residual Costs The Linslade Western bypass scheme was promoted to relieve congestion in the villages Stoke Hammond and to a lesser extent in Soulbury.	0	0	0	310	0	310	310	0	310	310	310	310	0	0	
Luton Dunstable Busway Dunstable Town Centre Bus Loop - Church Street Strategic Infrastructure Projects	230	0	230	172	0	172	(58)	0	(58)	0	0	0	(58)	(58)	

Luton Dunstable Busway Dunstable Town Centre Bus Loop - Court Drive Strategic Infrastructure Projects	450	0	450	174	0	174	(276)	0	(276)			0	(276)		(276)
Luton Dunstable Busway The Luton Dunstable busway scheme comprises a mainly guided busway between Blackburn Road in Houghton Regis and London Luton Airport with on street bus priority measures in the centres of Luton and Dunstable and on Kimpton Road.	30	0	30			0	(30)	0	(30)			0	(30)		(30)
Luton Northern Bypass Strategic Infrastructure Projects To significantly improve traffic congestion, road safety and road base accessibility condition in the northern part of Luton and Central Bedfordshire area.	10	0	10	64	(52)	12	54	(52)	2	54	(52)	2			0
Outdoor Access and Greenspace Improvement Projects To improve and enhance access to the countryside under the Countryside and Rights of Way Act 2000. The Council also has a statutory requirement to prepare and deliver an Outdoor Access Improvement Plan (OAIIP). The Council is currently responsible for managing (or managing in partnership) some 60 Countryside and Heritage sites.	667	(100)	567	521	(34)	487	(146)	66	(80)	(66)	66	0	(80)		(80)
Ridgmont Bypass Residual Costs	56	0	56	-648	171	(477)	(704)	171	(533)			0	(533)		(533)
Rights of Way Network and Countryside and Heritage Sites - Structural Renewal and Improvement Works Option 1 To protect and maintain the public ROW network under the Highways Act 1980, and comply with DDA requirements. Funding is needed for critical works and to replace some of the 1400 bridges which form part of the network and for the structural renewal of paths themselves.	316	0	316	275	0	275	(41)	0	(41)	9		9	(50)		(50)
Section 278 Schemes Delivery of highway works required under planning permissions of various developments throughout Central Bedfordshire.	3,337	(4,183)	(846)	2221	(1,455)	766	(1,116)	2,728	1,612	(1,116)	2,728	1,612			0
Transport Infrastructure Development (Luton/Dunstable Busway-Preliminary work)	0	0	0	28	(52)	(24)	28	(52)	(24)	28	(52)	(24)			0
Woodside Connection Strategic Infrastructure Projects Road link from the proposed M1 J11a to Porz Avenue providing traffic relief to the town centres of Dunstable and Houghton Regis and enabling the development north of Houghton Regis.	214	(214)	0	211	44	255	(3)	258	255			0	(3)	258	255
Sundon / Bluewater Landfill Sites To comply with statutory requirements in the restoration of the site.	190	0	190	38	0	38	(152)	0	(152)			0	(152)		(152)
Waste & Recycling Containers Provision of replacement bins and containers.	140	0	140	175	(20)	155	35	(20)	15	35	(20)	15			0
Waste Infrastructure Grant	0	0	0	0	0	0	0	0	0			0			0
<b>Total Sustainable Communities</b>	<b>31,655</b>	<b>(18,041)</b>	<b>13,614</b>	<b>26,358</b>	<b>(19,057)</b>	<b>7,301</b>	<b>(5,297)</b>	<b>(1,016)</b>	<b>(6,313)</b>	<b>1,741</b>	<b>315</b>	<b>2,056</b>	<b>(7,077)</b>	<b>(1,293)</b>	<b>(8,370)</b>
CBC Corporate Property Rolling Programme ( R ) includes Improvement and Development of the corporate estate and capital maintenance. The requirement for 2011/12 is calculated to be c. £3m. of which £1m will be covered by additional slippage from 2010/11.	1,456	0	1,456	287	0	287	(1,169)	0	(1,169)			0	(1,169)		(1,169)
															All slippage is assigned against a project.



Integrated Asset Management System (NEW) - This single platform will be accessible cross service, resolving the current issues of multiple databases.	150	0	150	0	0	0	(150)	0	(150)			0	(150)	(150)	This has been delayed by discussion on whether SAP is a suitable system.	
Co-Location DWP former Community Hubs- Total Place/ Points of Presence	480	(215)	265	140	-83	57	(340)	132	(208)			0	(340)	132	(208)	Business Cases for both projects signed off, Watling House completed with Bossard House currently on site.
Optical Character Recognition (OCR)	84	0	84	78	0	78	(6)	0	(6)	1		1	(7)	(7)	Testing has thrown up some issues which mean implementation was not achieved in 2011/2012	
Additional Construction works - Technology House (Your Space)	35	0	35	80	0	80	45	0	45	45		45	0	0	N/A	
Web strategy - The Council's web strategy project has 3 strategic objectives: • To generate efficiencies • To support democratic engagement • To improve customer service  The implementation of this comprehensive web strategy is fundamental to the transformation of the Council's services.	115	0	115				(8)	0	(8)			0	(8)	(8)	N/A	
Performance / Complaints Management System: To introduce a corporate software system or systems which will allow us to: Effectively monitor, report and improve on our performance Analyse and plan for effective risk management	45	0	45	0	0	0	(45)	0	(45)	0		0	(45)	(45)	Required to develop a corporate Performance Management System - actual profile and timing is pending a review of the corporate MI needs and the applicability of SAP/Business Objects to meet these requirements	
Clophill St Mary's Maintenance	75	0	75	12	0	12	(63)	0	(63)			0	(63)	(63)	Lower than expected spend in year	
ICT Stabilisation	559	0	559	443	0	443	(116)	0	(116)			0	(116)	(116)	This project is under construction and slippage will need to be retained.	
LDF related costs for land	0	0	0	151	0	151	151	0	151	151		151	0	0		
<b>Total Assistant Chief Executive-Resources</b>	<b>6,874</b>	<b>(279)</b>	<b>6,595</b>	<b>2,732</b>	<b>(88)</b>	<b>2,644</b>	<b>(4,142)</b>	<b>191</b>	<b>(3,951)</b>	<b>(14)</b>	<b>64</b>	<b>50</b>	<b>(4,133)</b>	<b>132</b>	<b>(4,001)</b>	
Legal Services Case Management	7	0	7	4	0	4	(3)	0	(3)	(3)		(3)	0	0	0	N/A
Channel Shift (NEW)	358	0	358	315	0	315	(43)	0	(43)	0		0	(43)	0	(43)	Variance is due to a slight delay in starting the project. This means that some staff costs have had to roll into the next financial year. The underspend will be used to cover these staff costs in the first 2 monthsh od 12/13.
Customer Relationship Management (CRM) - Combination of two capital projects from the 2010/11 programme: Mid and South Beds T-Government Partnership and Partnership of Beds District Councils. (combined budget 2010/11 of £343k).	147	0	147	0	0	0	(147)	0	(147)	0		0	(147)	0	(147)	This project allocation was an aborted cost at year end but will be shipped and added into the Customer First Project in 2012/13.
<b>Total Assistant Chief Executive- People</b>	<b>512</b>	<b>0</b>	<b>512</b>	<b>319</b>	<b>0</b>	<b>319</b>	<b>(193)</b>	<b>0</b>	<b>(193)</b>	<b>(3)</b>	<b>0</b>	<b>(3)</b>	<b>(190)</b>	<b>0</b>	<b>(190)</b>	
Redundancy Capitalisation Directive	1,992	0	1,992	1,992	0	1,992	0	0	0	0		0	0	0	0	
LPSA & LAA Grant payout The funding is reward grant based on the achievement by partners of joint outcomes, and targets agreed with central government via the regional office.	86	(86)	0	38	0	38	(48)	86	38	0		0	126	(126)	0	
<b>Total Corporate Costs</b>	<b>2,078</b>	<b>(86)</b>	<b>1,992</b>	<b>2,030</b>	<b>0</b>	<b>2,030</b>	<b>(48)</b>	<b>86</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>126</b>	<b>(126)</b>	<b>0</b>	
General Enhancements (formerly Minor Works) Various one-off projects required on an ad hoc basis and not identified in a specific capital project, eg defective damp-proof.	250	0	250	216	0	216	(34)	0	(34)	(34)		(34)			0	

Stock Remodelling Various projects that have been identified to enhance the stock: eg. improve insulation, convert bedsits to flats, convert flat to pitch roofs, construct lift shafts, etc.	200	0	200	83	0	83	(117)	0	(117)	(117)		(117)				0
Garage Refurbishment To ensure our garage block sites are in a safe and secure condition.	50	0	50	33	0	33	(17)	0	(17)	(17)		(17)				0
Paths & Fences siteworks Identification of defects and design, plan and install improvements.	60	0	60	97	0	97	37	0	37	37		37				0
Estate Improvements Improvement to the amenities and appearance of our neighbourhood.	250	0	250	154	0	154	(96)	0	(96)	(96)		(96)				0
Energy Conservation Improve the energy efficiency of the housing stock	250	0	250	56	0	56	(194)	0	(194)	(194)		(194)				0
Roof Replacement A programme of replacement where the roof covering is inadequate.	234	0	234	232	0	232	(2)	0	(2)	(2)		(2)				0
Central Heating Installation Delivery of affordable warmth and improvement to thermal comfort while reducing harmful emissions.	1,100	0	1,100	1,215	0	1,215	115	0	115	115		115				0
Rewiring Improvement to wiring for efficiency and safety reasons.	340	0	340	346	0	346	6	0	6	6		6				0
Kitchens and Bathrooms Identify properties that will fail the Decent Home Standard and institute remedial action.	1,100	0	1,100	1,253	0	1,253	153	0	153	153		153				0
Central Heating communal To deliver affordable warmth and improve thermal comfort while reducing harmful emissions.	172	0	172	95	0	95	(77)	0	(77)	(77)		(77)				0
Secure door entry Replacement of front and rear doors with quality composite doors.	350	0	350	292	0	292	(58)	0	(58)	(58)		(58)				0
Structural repairs Correction of structural defects arising from subsidence.	150	0	150	143	0	143	(7)	0	(7)	(7)		(7)				0
Aids and adaptations Where it is not possible to relocate to adapted properties this resource enables us to adapt the clients current property.	150	0	150	135	0	135	(15)	0	(15)	(15)		(15)				0
Asbestos management Identify, monitor, and dispose of asbestos correctly.	57	0	57	109	0	109	52	0	52	52		52				0
Capitalised Salaries Capitalise salary costs within Asset Management for time spent on the capital programme.	343	0	343	307	0	307	(36)	0	(36)	(36)		(36)				0
<b>Total HRA</b>	<b>5,056</b>	<b>0</b>	<b>5,056</b>	<b>4,766</b>	<b>0</b>	<b>4,766</b>	<b>(290)</b>	<b>0</b>	<b>(290)</b>	<b>(290)</b>	<b>0</b>	<b>(290)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>