

## RECORD OF EXECUTIVE DECISION TAKEN BY AN EXECUTIVE MEMBER

This form **MUST** be used to record any decision taken by the Elected Mayor or an individual Executive Member (Portfolio Holder).

The form must be completed and passed to the Chief Officer responsible for Legal and Democratic Services no later than NOON on the second working day after the day on which the decision is taken. No action may be taken to implement the decision(s) recorded on this form until 7 working days have passed and the Chief Officer responsible for Legal and Democratic Services has confirmed the decision has not been called in.

## 1. Description of decision

1. That the decision of the Executive on 9 July 2025 headed 'General Fund Budget Provisional Outturn 2024/25 and Capital Budget Provisional Outturn 2024/25' be rescinded.

2. That the decision of the Executive on 29 September 2025 headed '2025/26 Revenue and Capital Trends' be rescinded and replaced with a new Executive decision, as follows:

That the Executive:

- (a) Acknowledge the forecast 2025/2026 revenue outturn position against the approved revenue budget shown in Appendix A of the report published to accompany this decision, and the requirement for further savings to balance the budget.
- (b) Accept the Grants Awarded to the Authority as shown in Appendix B to the report published to accompany this decision.
- (c) Authorise the marketing of land and property assets identified as surplus, as detailed at Appendix G of the report published to accompany this decision, acknowledging that the final disposal terms will be reported back to Executive for approval.

That the Executive recommend Full Council to:

- (d) Approve a Revenue Budget Virement to centralise the identified revenue budget savings and allocate funding to Children's Services in relation to the Children's Prevention Grant of £0.476 million, as detailed as Appendix C (paragraph 5.16) to the report published to accompany this decision.
- (e) Approve a Revenue Budget Virement to increase the capacity within the Connect, Family Support and Quality Assurance teams within Children's Services of £0.500 million funded from income received from the ICB for Continuing Health Care, as detailed in paragraph 5.8b of the report published to accompany this decision.
- (f) Approve the revised Capital Programme resulting in a reduced level of borrowing of £35 million over the life of the Capital Programme detailed at Appendix F of the report published to accompany this decision, and £31 million of CIL unapplied including the carry forward and amendment of Capital Budgets from 2024/2025 as reported to the Executive on 9 July 2025 and as detailed in Appendix E and paragraph 5.26 of the report.

**2. Date of decision**

7 October 2025

**3. Reasons for decision**

Two recommendations from the Executive from meetings in July 2025 and September 2025 have been referred to Full Council for approval in relation to the Capital Programme. Having reconsidered the information contained within both recommendations, this Executive decision assists the Council in being able to consider a revised Capital Programme in a single item as opposed to being required to take two separate decisions.

To correct a procedural oversight in relation to the marketing of land and property assets which is an Executive function. This new decision rescinds the recommendation to Full Council and confirms a new Executive decision.

**4. Alternatives considered and rejected**

The alternative is to retain the previous Executive proposal in relation to the Capital Programme and consider the two matters separately.

No other alternatives have been identified.

**5. How decision is to be funded**

Details relating to each decision are outlined in the respective reports considered by the Executive at its meetings on 9 July 2025 and 29 September 2025, respectively.

**6. Conflicts of interest**

Name of all Executive members who were consulted AND declared a conflict of interest.	Nature of interest	Did Standards Committee give a dispensation for that conflict of interest? (If yes, give details and date of dispensation)	Did the Chief Executive give a dispensation for that conflict of interest? (If yes, give details and the date of the dispensation).
N/A	N/A	N/A	N/A

The Mayor has been consulted on this decision:

Not Applicable

Signed:



Date: **7 October 2025**

Name of Decision Taker: **Mayor Tom Wootton**

**This is a public document. A copy of it must be given to the Chief Officer responsible for Legal and Democratic Services as soon as it is completed.**

Date decision published: .....7October2025.....

Date decision can be implemented if not called in: .....decision(c).....16October2025.....

Decision to be made exempt from call in: Only decision (c) above is subject to Call In

**Bedford Borough Council – Executive**

**Date: 7 October 2025**

**Report by: The Portfolio Holder for Finance and Executive Director of Resources**

**Subject: 2025/2026 REVENUE AND CAPITAL BUDGET TRENDS**

**1 EXECUTIVE SUMMARY**

To consider the latest trends in respect of the 2025/2026 revenue and capital budgets and emerging budget issues. To approve the proposed changes to the Revenue Budget and Capital Programme to deliver savings to help offset the current financial pressures.

**2 RECOMMENDATIONS**

**2.1 The Executive is requested to consider the report and, if satisfied, to:**

**(a) Acknowledge the forecast 2025/2026 revenue outturn position against the approved revenue budget shown in Appendix A, and the requirement for further savings to balance the budget.**

**(b) Accept the Grants Awarded to the Authority as shown in Appendix B.**

**(c) Authorise the marketing of land and property assets identified as surplus, detailed at Appendix G, acknowledging that the final disposal terms will be reported back to Executive for approval.**

**Recommend Full Council to:**

**(d) Approve a Revenue Budget Virement to centralise the identified revenue budget savings and allocate funding to Children's Services in relation to the Children's Prevention Grant of £0.476 million (Appendix C/Paragraph 5.16).**

(e) Approve a Revenue Budget Virement to increase the capacity within the Connect, Family Support and Quality Assurance teams within Children's Services of £0.500 million funded from income received from the ICB for Continuing Health Care (Paragraph 5.8b).

(f) Approve the revised Capital Programme resulting in a reduced level of borrowing of £35 million over the life of the Capital Programme, detailed at Appendix F, and £31 million of CIL unapplied including the carry forward and amendment of Capital Budgets from 2024/2025 as reported to the Executive on 9 July 2025 as detailed in Appendix E and paragraph 5.26.

### **3 REASONS FOR RECOMMENDATIONS**

To advise the Executive of the financial position, the latest trends in respect of the 2025/2026 revenue budget and the actions being taken to mitigate the in-year overspend position. The Capital Programme has also been updated to reflect the termination of the contract to deliver Wixams Station. All other Capital Schemes have also been reviewed in light of the current financial position to realign the Programme in line with the Executive's priorities to reduce the external borrowing. The Capital Receipts programme has also been reviewed to reflect the latest financial position.

### **4 THE CURRENT POSITION**

The Council reports to the Executive the Revenue and Capital Budget Trends at the end of each quarter. The financial position in respect of the revenue budget remains challenging, with a forecast overspend of £13.569 million as at 30 June 2025. The Council is committed to, and continues to work towards, a balanced budget by the end of the financial year. In the event that a balanced position cannot be achieved the Council will need to consider applying for Exceptional Financial Support (EFS) from the Government.

### **5 DETAILS**

#### **2025/2026 Revenue Budget Monitoring – Overview**

- 5.1 Effective budget monitoring is a requirement of the Council's Financial Procedure Rules and the Medium-Term Financial Strategy (MTFS) and is critical to sound financial management. This process enables the Executive to monitor compliance with the approved budget, to identify emerging issues and, where appropriate, to put plans in place to address forecast budget issues.
- 5.2 The Executive has previously agreed a framework for budget monitoring and, in accordance with this framework; budget performance and efficiencies are monitored through the use of performance flags (Red, Amber and Green – RAG Status) and Direction of Travel indicators in order to monitor the Council's budget performance and the agreed efficiency actions. This provides a statement of financial health and an overview of how the Council is utilising its resources.

- 5.3 An integral part of the monitoring process is the regular meetings with Directorates/Services and Portfolio Holders to proactively monitor compliance with the approved budget. This enables the identification of potential risks and emerging budget pressures so that appropriate action can be taken at an early stage.

#### Revenue Budget Monitoring – 2025/2026 Efficiency Assumptions

- 5.4 The budget for 2025/2026 included directorate savings proposals totalling £10.499 million. These efficiencies are included within the budget and the forecasts, with any variance to these savings reflected in the forecast outturn.

#### Revenue Budget Monitoring

- 5.5 This report represents the revenue monitoring information for the period 1 April 2025 to 30 June 2025. The budget variances are reported at **Appendix A** and have been assigned a RAG status (Red, Amber and Green) based on the following:

All under spends	Green
Overspends up to 3% of the net budget	Amber
Overspends greater than 3%	Red

- 5.6 All underspends are rated green, however, they continue to be challenged in the budget process to ensure they represent efficiencies and not non-delivery of services.

#### Revenue Budget Monitoring – Variances

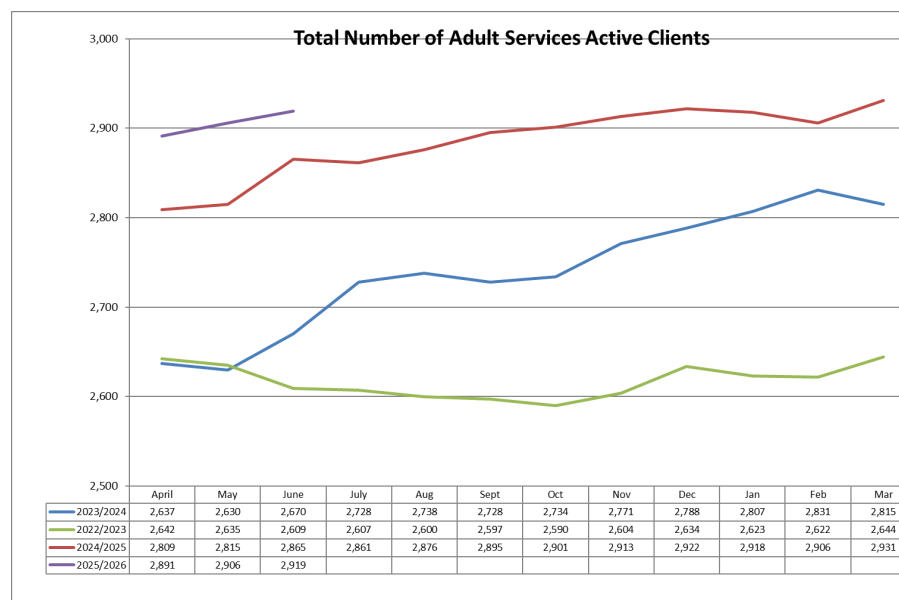
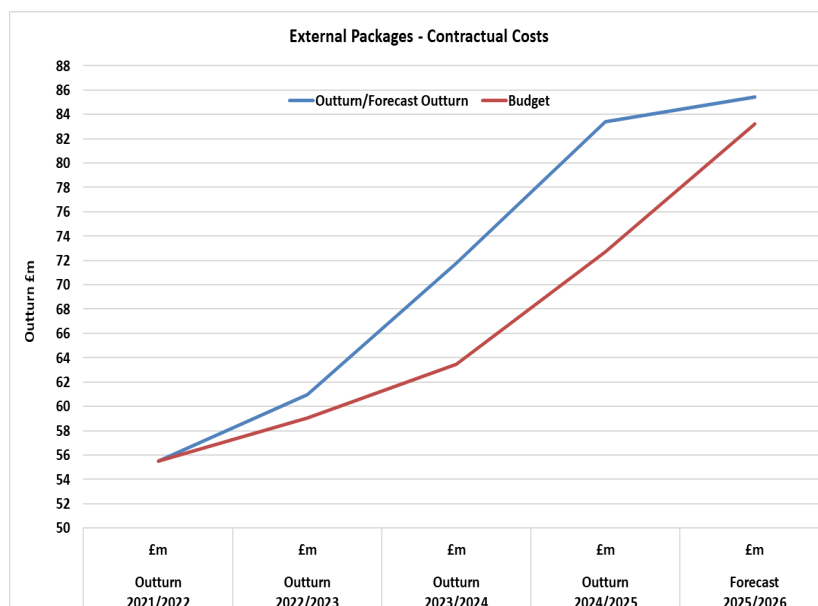
- 5.7 The forecast variance set out in this report reflects that services are being delivered against a backdrop of significant demand related pressures in Adult Social Care and Temporary Accommodation, and emerging pressures in Children's social care.

- 5.8 It is key to understand how the Council forecasts these increased cost pressures and how these are mitigated throughout the year.

##### (a) Adults' Services – £2.304 million overspend

The forecast variance within Adult Services primarily relates to external care package costs with a net forecast overspend of £2.013 million across all external packages. This is due to inflationary pressures along with clients presenting with greater complexity and increasing needs. There has also been a rise in the need for supported living for adults aged 18 to 64 with mental health needs and learning disabilities.

The charts below show an increased forecast gross spend on external packages with client numbers similar to the those seen in the latter part of 2024/2025. The forecast contractual costs chart demonstrates the impact of inflation as well as increasing complexity of care, i.e. within a consistent client level, an increased unit cost of provision is impacting forecast spend.

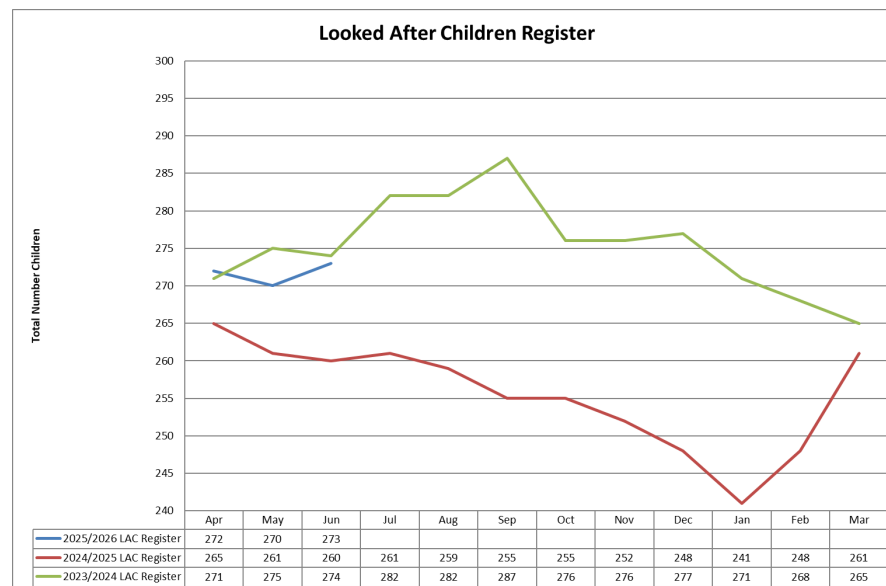


There is also an overspend of £0.720 million within the in house residential homes due to the use of agency staff to cover sickness and maternity leave and reduced income due to vacancies within the homes. These pressures are partially offset across the directorate by an underspend in staffing costs. The service continue to work to transition agency staff into permanent contracts.

Adult Services are currently working with a partner organisation to review the service. Following this review mitigating actions and service opportunities will be taken forward to help address the service pressures.

(b) Children's Services – £5.621 million overspend

There is currently a forecast overspend on Looked After Children Placements of £4.880 million. This is primarily due to the growth in the number of residential and unregistered placements along with an increase to the average weekly placement cost above that budgeted. The graph below shows the number of Looked After Children has increased in 2025/2026 compared to 2024/2025 creating a pressure on the budget particularly on high-cost placements due to complexity of need.



The lack of Integrated Care Board (ICB) health funding and their involvement on complex needs children often in the high-cost placements also exacerbates the pressure in placements as all costs are funded by the Local Authority. Ongoing discussions with the ICB are taking place to pursue funding for costs already incurred for children's placements and work continues in respect of agreement on joint funding for future placements. The Executive Director of Children's Services chairs the Placements Board which is in place to scrutinise mitigation actions in place to help reduce the increased pressure on placement costs.

In addition to this there is a forecast overspend of £0.779 million of employee costs across the Directorate primarily due to agency staff being utilised to cover vacant Social Worker posts. In order to try and mitigate this pressure the service are working on transitioning agency staff into permanent contracts.



Work is ongoing within the Children's team to review and improve the commissioning function for placements, in order to ensure that best value is achieved for all placements.

A Social Care Prevention Grant is due to be received in year totalling £0.476 million. Whilst this grant was known about at the time the budget was set, it was included in the grant funding within Financing with no further spend allocation to Children's Services. Subsequently, a ringfence with grant conditions has been placed on the grant and therefore additional spend will be required within Children's Services. A virement is proposed to fund this and detailed in paragraph 5.13.

It is recognised that there is limited capacity within the Connect, Family Support and Quality Assurance teams, and this is leading to Social Workers carrying higher caseloads. Reducing the number of children allocated to each worker in will enable them to work proactively with families, being available to support families during crises and preventing crises from tipping into situations that lead us to need to intervene through legal avenues and ultimately accommodating children. As caseloads have increased so has the number of children with Child Protection plans, children in Court proceedings and children becoming looked after.

Therefore, it is proposed to action a virement in the revenue budget to increase the funding in these teams by £0.500 million and also increase the income target for ICB Health funding related to the ICB discussions above. The £0.500 million will provide for the necessary reduction in caseloads. In total, it will enable the recruitment of eight Social Workers, two Advanced Practitioners and a Quality Assurance Officer across the teams in question to add to the existing five social workers already in the Connect team. It will bring caseloads down to safe and acceptable levels, enabling the preventative work to occur that is necessary to reduce the number of children who are either on Child Protection plans or become looked after. Caseloads in the Connect team will reduce to an average of 23 and in the Family Support teams we will see this reduce to 17.

The Council is reviewing the contribution the ICB makes to the planning and funding for some of the more vulnerable children in the Council's higher cost placements. In addition to the raising of an invoice that reflects this gap in health funding, the Council have set up a trauma informed joint panel with the ICB which will improve joint planning for children and with it a reduction in some of the higher costs that the Council is experiencing.

Ahead of committing the expenditure, the Directorate will need to be confident that this income can be achieved in year, so not to worsen the financial position.

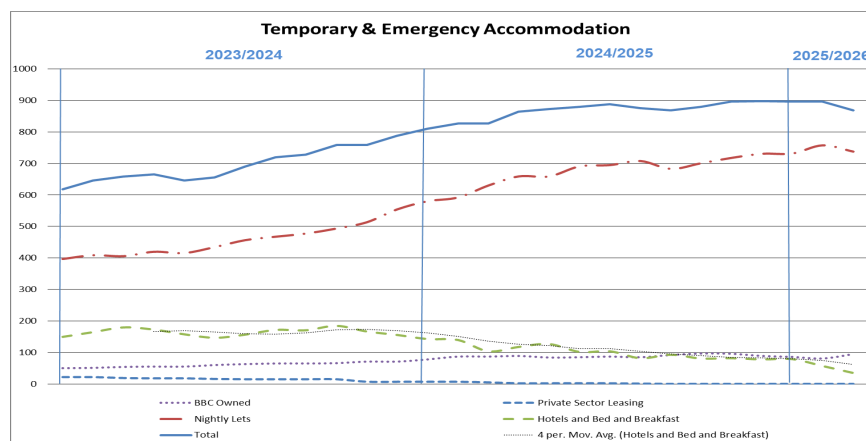
## Dedicated Schools Grant (DSG)

As reported in the previous year the Dedicated Schools Grant (DSG) currently has a net forecast in year deficit position. This is a national issue which the National Audit Office have predicted could rise to £4.6 billion by 2026. A statutory override is in place, which allows Authorities to carry a deficit on the DSG that is not charged to the general fund. The statutory override which was due to expire on 31 March 2026 has recently been extended to the end of 2027/2028. All Local Authorities are waiting for Government to provide a way forward on this issue. For this Council the deficit is projected at £2.062 million of which £2.317 million is related to the High Needs Block. This is a favourable position when compared to the budgeted deficit of £3.301 million. The movement is primarily in reduced top up payments to providers partially offset by increased costs of alternative provisions. Any deficit at the end of this financial year will be added to the DSG deficit already held by the Council. The high needs spend is scrutinised by the High Needs Board to deliver cost mitigations such as utilising other sources of funding where possible and holding vacant posts within the team.

### (c) Environment – £1.808 million overspend

The primary reason for the overspend in the Environment Directorate is related to Housing which is forecast to overspend by £2.613 million. This is due to a continued high demand for Temporary Accommodation (TA). Additional investment in the service was made during 2023/2024, of which the return on investment is beginning to be seen. Whilst demand remains high, 871 households were in temporary accommodation as at the end of June 2025, which is a reduction from 898 on 31 March 2025.

The following graph shows the movement in TA placements to date and the accommodation mix of the placements:



A series of actions have been taken with a view to improve efficiency and reduce costs including:

- Working closely with providers to negotiate lower average nightly rates, including securing block bookings with two local providers, this has greatly reduced the reliance on hotel settings to alternative guest house or nightly let accommodation.
- The continuation of the property acquisition programme with 46 units in the pipeline maximising the capital funding from Homes England.
- Collaborating with local partners to make use of voids or hard to let properties for effective temporary accommodation solutions

An underspend of £0.461 million has been forecast across the remainder of the directorate within the staffing budgets and is made up of reduced use of agency staff and delays to recruitment of permanent staff.

(d) Chief Executives – £0.146 million underspend

There are no significant variances within the Chief Executives Directorate, underspends relate to vacant positions that have been held to support the wider financial pressures.

(e) Resources – £1.821 million overspend

The overspend is related to a shortfall of Housing Benefit Subsidy as a result of an increase in the number of Supported Exempt Accommodation (SEA) claims. The amount of Housing Benefit Subsidy that can be claimed from the DWP for these claims is currently around 30% of expenditure. The forecast is also impacted by the Housing Benefit subsidy related to the Temporary Accommodation. The rate for nightly lets has increased however, as the amount of subsidy for these properties remains at 90% of the 2011 Local Housing Authority (LHA) rate. The Council continues to lobby the Government to review the LHA rate.

(f) Public Health – £0.000 million over/underspend

The Public Health service is funded by a grant of £10.646 million, with any surplus held in the Public Health Reserve for use in future years. There is a planned use of reserves within 2025/2026 of £0.705 million for specific projects, along with a contribution to the Public Health reserve of £0.329 million giving a forecast net reduction of the reserve of £1.202 million. Where allowable the Public Health grant is used to help fund other services which evidence a public health benefit.

(g) Financing – (£2.161 million) overspend

Financing has a forecast a net overspend of £2.161 million in respect of:

- i. £1.000 million due to the Local Government pay award, which was budgeted at 2.2% was agreed by NJC at 3.2%
- ii. £1.000 million due to a shortfall in the anticipated achievement of the strategic sourcing savings
- iii. £0.602 million due to an error in the budget relating to movements in reserves
- iv. £0.239 million underspend due to an additional Audit Build Back grant received and reduced audit costs following confirmation of prior year audit fees

Revenue Budget – Summary Position

- 5.9 The table below summarises the budgetary position relevant to each Directorate, with detailed information by Directorate included at **Appendix A**:

<b>Budget Forecast as at 30 June 2025</b>	<b>Current Budget</b>	<b>Forecast Outturn</b>	<b>Forecast Variance</b>
	<b>£ million</b>	<b>£ million</b>	<b>£ million</b>
Adult Services	71.947	74.251	2.304
Chief Executives	4.756	4.609	(0.146)
Children's Services	46.951	52.572	5.621
Environment	41.813	43.621	1.808
Resources	16.545	18.366	1.821
Public Health*	0.000	0.000	0.000
<b>Operational Net Cost</b>	<b>182.011</b>	<b>193.419</b>	<b>11.408</b>
Financing	(4.395)	(2.234)	2.161
<b>Total</b>	<b>177.616</b>	<b>191.185</b>	<b>13.569</b>

\* Public Health is funded from a ringfenced grant and, therefore, any under or overspend is transferred to a separate Reserve

## Revenue Budget – Mitigation of Pressures

- 5.10 The Council has been taking action to mitigate the demand cost pressures, across all Directorates. This has resulted in savings achieved of £3.753 million across the organisation that have been included in the forecasts set out above. The full list of mitigated savings can be seen in **Appendix C**.

	<b>£000</b>
Staffing (holding vacancies, reducing agency and overtime)	613
Adults - Actions as detailed in paragraph 5.8	995
Service Efficiencies across the Public Realm, Parks and Open Spaces, Winter Gritting Housing, Leisure and Culture	391
Reduce contribution to Investment Reserve (Regulation change delayed until 2028/2029) from MRP saving	500
Review of Supplies and Services and training and other spend	592
<b>Total</b>	<b>3,091</b>

- 5.11 A further review of the Service Priorities, approved by Council as part of the budget setting process but not fully implemented, has taken place with reductions/removal of spend agreed in the following areas which have not yet been reflected in the forecast:

- Public Toilets\*
- Rural Grants
- Climate Change Grants
- Community Centres
- Town Twinning
- Average Speed Cameras\*\*

\* This funding was earmarked for refurbishment and its removal will not impact on the current, established Town Centre public convenience provision. The existing maintenance regime will continue.

\*\* There is a commitment to respond to the gap in revenue funding for the ongoing maintenance and calibration of average speed cameras (installed by the Council) by securing ongoing maintenance payments by third parties, accepting that in unparished areas ongoing maintenance provision will be made to ensure continued operation.

5.12 A range of other measures are also taking place with a view to bringing the budget back within a balanced position, The measures include:

		<b>Minimum</b>	<b>Maximum</b>
		<b>£000</b>	<b>£000</b>
1.	The introduction of a wider Spending Management Plan to authorise all expenditure over £500 in line with s114 guidelines		
2.	An extensive review and reprofile of the Capital Programme has taken place to reducing borrowing costs/ MRP with further savings of £0.6 million (This will require future years' commitment to build an Investment Valuation Reserve).	600	600
3.	An Action Plan to deliver the recommendations of the CIPFA Resilience Review including a review of debt collection processes – TBC		
4.	An early review of fees and charges, ahead of the annual report in November 2025. Estimate £0.1 million - £0.3 million – report to Executive on 15 October 2025	100	300
5.	Examination of discretionary services to identify areas that can be switched off with minimal impact – £0.4 million identified in July including paragraph 5.11 above.	400	400
6.	A review of functions and spend across the Authority conducted by consultancy F3 to identify in-year and future actions.		
7.	Pursuance of Continuing Health Care Funding for Children with an identified health care need – Estimated £0.5 million – £2.7 million	-0	2,200
8.	Review of free parking arrangements – subject to Executive decision by the end of October 2025 – Estimated £0.1 million to £0.2 million.	100	200
9.	Suspension of the Members Ward Fund – subject to Executive decision by the end of October 2025 – Estimated £0.1 million to £0.2 million.	100	200
<b>Total Potential Savings</b>		<b>1,330</b>	<b>4,030</b>

- 5.13 The Executive are fully cognisant that this will be a considerable challenge, and that further decisions on the activity of the Council, including on front line services, will need to be taken. The Executive are scheduled to consider an overarching Improvement Plan which will combine the existing Stability Plan, Resilience Review and other workplans into one document that will set out how the financial challenge over the medium term will be addressed.
- 5.14 If the Council is unable to balance the budget within 2025/2026, then the Council will need to consider applying for Exceptional Financial Support from the Government. Discussions with MHCLG regarding the Councils' financial position have been taking place and will continue over the coming months.
- 5.15 The 2025/2026 Revenue Budget includes transfers to reserves for repairs and maintenance/ fleet and plant / ICT. The levels of reserves are considered to be at a minimum, as discussed in the Section 25 Report, therefore it is not recommended at this time that reserves should be diminished further.
- 5.16 The mitigations discussed above require a reset of the Council's approved 2025/2026 revenue budget to move identified underspends corporately and reallocate funding to specific service areas. It is, therefore, recommended to approve a virement of all mitigations discussed in 5.10 and 5.11 of the report above that generate a budgetary saving (rather than cost avoidance) with the first £0.476 million being utilised to fund the Social Care Prevention Grant pressure in Children's Services, and the remaining values to be held in Financing to mitigate the overspend. As the virement is in excess of the £250,000 limit detailed in the Part 12 of the Constitution, it will therefore require Full Council approval.

#### Stability Plan

- 5.17 The Council's Stability Plan (2025-2030) was approved by the Executive on 23 April 2025, when it was also agreed that an update on the Stability Plan was to be reported in each Trends Report. The Stability Plan outlines the approach to financial recovery, workforce stability, and economic growth. It is structured around five key themes, each supported by targeted initiatives designed to improve service delivery, financial management, and community outcomes. A summary of the progress across each of the themes is shown in **Appendix D.**

#### Budget – Analysis of Debt Outstanding

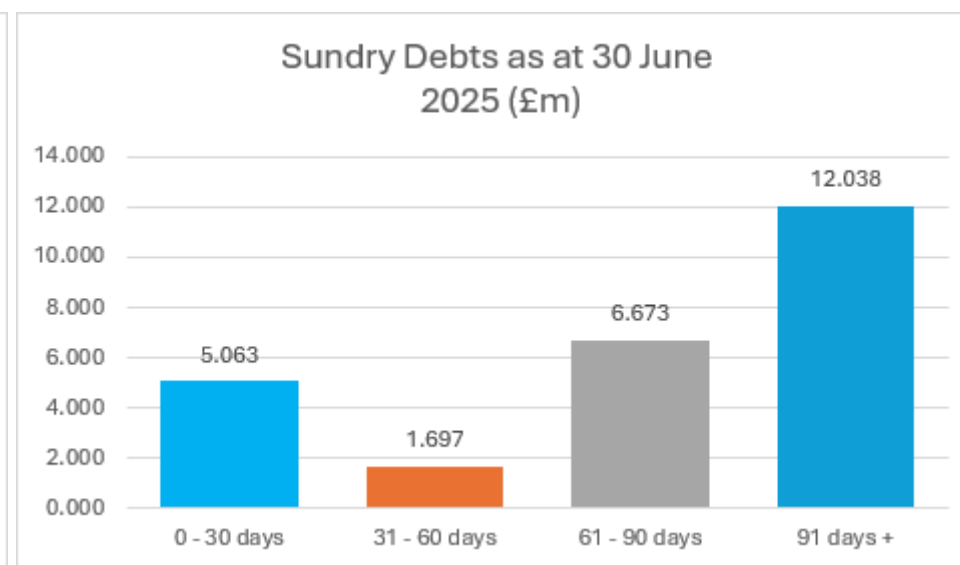
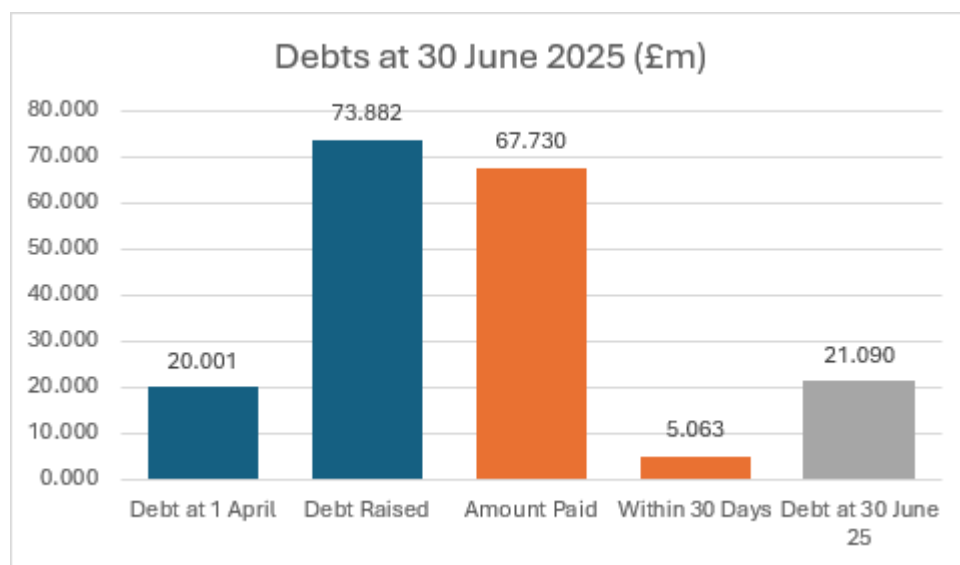
- 5.18 The level of sundry debt arrears is monitored and regularly reported to ensure that arrears are kept under control. The total value of sundry debts raised, up until 30 June 2025 (including arrears brought forward), was £93.2 million of which £21.1 million currently remains outstanding. This compares to a total sundry debt outstanding at the start of the financial year of 20.0 million. Of the balance outstanding, at 30 June, the sum of £21.090 million is categorised as being in arrears (i.e. payment had not been received within 30 days of the issue of the invoice), representing 22.5% of the total amount collectable for the year to date. An analysis of outstanding sundry debt is detailed overleaf:

£ million	Paid	Debt 0-30 days	Debt 31-60 days	Debt 61-90 days	Debt 91 days +	Total
Total	67.730	5.063	1.697	6.673	12.038	93.201
Profile	72.67%	5.43%	1.82%	7.16%	12.92%	100%

£ million	0-30 days	31-60 days	61-90 days	91 days +	Total
Total debt	5.063	1.697	6.673	12.038	<b>25.471</b>
Profile of debt	19.9%	6.7%	26.2%	47.3%	100%

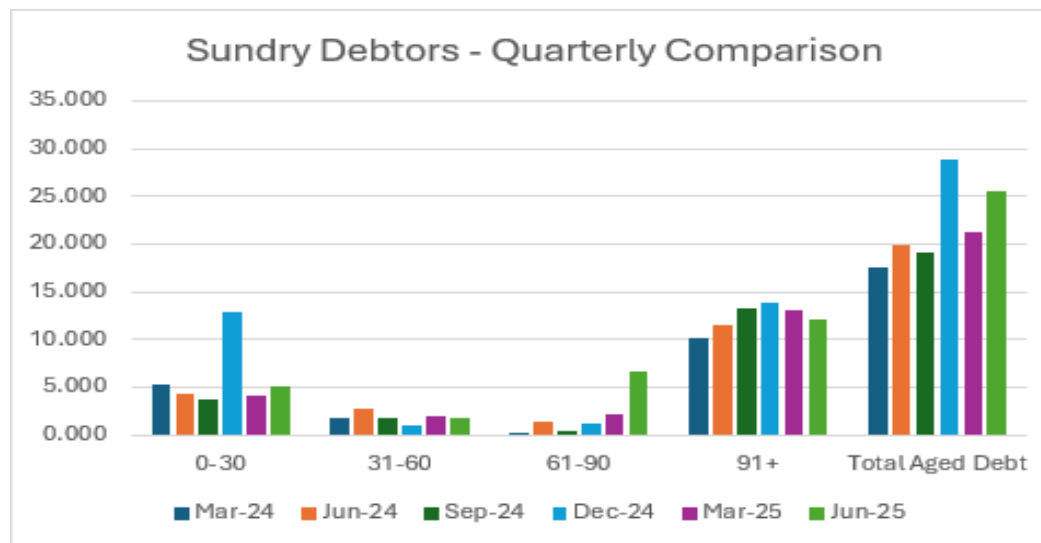
5.19 The profile of debt highlights that £12.038 million of the debt has been outstanding for longer than 91 days (47.3%) and, as such, represents a risk of non-recovery. £8.868 million of the debt outstanding for longer than 90 days relates to adult social care.

5.20 The charts below set out the position as at 30 June 2025.





5.21 The Chart below shows the movement in debt throughout the year.



5.22 Recovery action relating to debt is carried out in accordance with the Fair Debt Collection Policy. In addition to this the following actions are being undertaken to work towards reducing the aged debt:

- Call signposting has been updated on the phone lines to ensure that calls related to debt are signposted to the most appropriate team to respond, this has reduced the amount of time spend on the phone to concentrate on recovery activities.
- Regular communication with relevant teams to review and resolve queries related to individual debts, with more complex debts discussed on a case-by-case basis.
- An investigation of Probate accounts has commenced to identify executors' and facilitate payments.
- a review of all debt over 91 days old is underway to reduce this value going forward and maximise collection, prioritising the larger debts – this is currently prioritising the larger value accounts.
- a review of agreed payment plans related to debt is being undertaken to ensure payments are received on the terms agreed, and also to review the payment plans which have are over longer terms with a view to reducing the payment term where possible.

- 5.23 In accordance with the recommendations of the CIPFA Resilience Review, CIPFA are reviewing the Council's debt management processes to identify areas of improvement to increase collection rates.

#### Revenue Grants Received

- 5.24 Part 12 of the Constitution requires the Authority to report unbudgeted additional income over £50,000 as an Executive Decision. The Trends Report includes those grants received in the quarter. The Authority has been awarded the Grants shown in **Appendix B**. It is recommended that these grants be accepted to be utilised for the purposes outlined in the **Appendix B**. The total grant value is £0.803 million.

#### Capital Programme

- 5.25 The outturn in relation to the 2024/2025 Capital Programme was reported to the Executive on 9 July 2025. The outturn showed £12.133 million net expenditure resulting in a net underspend of (£22.372 million).

<b>Capital 2024/2025 Outturn</b>			
<b>Directorate</b>	<b>Budget £million</b>	<b>Outturn £million</b>	<b>Variance £million</b>
<b>Gross Expenditure</b>			
Corporate Services	14.639	10.154	(4.485)
Transformation	2.438	1.823	(0.615)
Children's Services	51.455	44.433	(7.022)
Environment	72.758	40.538	(32.220)
New Strategies	4.150	0.153	(3.997)
<b>Total Gross Expenditure</b>	<b>145.440</b>	<b>97.102</b>	<b>48.338</b>
<b>Net Expenditure</b>			
Corporate Services	10.874	4.034	(6.840)
Transformation	2.438	1.823	(0.615)
Children's Services	(16.274)	(14.483)	1.791
Environment	33.317	20.613	(12.704)
New Strategies	4.150	0.145	(4.005)
<b>Total Net Expenditure</b>	<b>34.505</b>	<b>12.133</b>	<b>(22.372)</b>

- 5.26 The programme has been updated to include the slippage as a result of the 2024/2025 expenditure programme of £51.059 million gross and £24.169 million net; together with a reduction to the Vehicle, Plant and Equipment programme of £1.726 million (gross) as a result of a review of the scheme. The detailed carried forward budget is shown at **Appendix E**.
- 5.27 In 2024/2025 the Council utilised the Flexible capital receipts Policy to allow the use of capital receipts to fund the costs associated with transformation projects, which will deliver ongoing revenue savings. Within 2024/2025, the Council spent £1.234 million on transformation projects to achieve ongoing savings of £8.017 million. The following table shows the values detail of spend and corresponding savings.

Directorate	Saving Proposal	Type of Expenditure	Budget		Savings	
			Allocated budget £000	Year End Spend £000	Savings target £000	Year End Savings Achieved £000
Adults Services	Review Adult Social Care packages	Specialist resources	350	132	350	295
Children's Services	Commissioned review of Children's Services placements	Specialist resources	300	300	100	2,915
Children's Services	Review and recommissioning of Children's Transport	Specialist resources	100	51	50	1,500
Environment	Review of Temporary Accommodation	Specialist resources & technology	200	177	2,400	2,400
Cross-cutting	Effective contract Management and commercialisation	Specialist resources	480	236	500	292
Cross-cutting	Developing the Workforce Operating Model	Redundancy	370	338	620	615
<b>Total</b>			<b>1,800</b>	<b>1,234</b>	<b>4,020</b>	<b>8,017</b>

5.28 In response to the financial challenges facing the Council, the Executive have undertaken a full review of the Capital Programme including the profile and scope of existing schemes and removing schemes that whilst desirable are not affordable at this time. The changes to the capital programme can be seen in **Appendix E** and a summary of the proposed revised programme is shown below:

<b>2025/2026</b>	<b>Gross Budget £m</b>	<b>Net Budget £m</b>
Children's Services	29,541	4,760
Chief Executive's	31,910	9,043
Resources	8,611	8,363
Environment	58,236	24,124
<b>Total</b>	<b>128,298</b>	<b>46,290</b>

5.29 The following schemes are proposed to be removed from the Capital Programme:

- Sharnbrook Primary expansion (but subject to further review)
- Feasibility Studies
- Robinson Pool Refurbishment
- Leisure Village Feasibility
- Leisure Complex and Asset Refurbishment
- Wixams Railway Station Car Park

5.30 A number of capital schemes have been reduced in value, and these are set out below together with an explanation for the reduction:

- **Bedford Commercial Park** – removal of the additional investment of (Gross £8.970 million, Net £8.970 million) agreed in November 2024 for the provision of eight new commercial industrial units
- **Integrated Transport Scheme** – reduction of (Gross £0.200 million, Net £0.200 million) to ensure the scheme is delivered within the available grant funding
- **Bringing Empty Homes Property Back into Use** – reduction of scheme to (Gross £0.300, Net £0.300) following review of values required for the scheme without reducing the activity to bring empty homes back into use
- **Town Centre Regeneration** – the scheme to be reduced to (Gross £1.600, Net £1.100) to be utilised only for the Tavistock Street and Horne Lane schemes, and the Ford End Road and Kingsway Masterplans.
- **Brunel Road Industrial Estate Roofs** – reduction due to an expected underspend on the scheme
- **Carbon Management Programme** - reduction due to an expected underspend on the scheme

- **Halsey Road Drainage System** – reduction due to an expected underspend on the scheme
- **Wixams Railway Station** – Following the announcement on 9 April 2025 regarding the new Universal Theme Park to be located within the Borough, the DfT informed the Council that it would be contracting Network Rail to deliver a four-track railway station. Therefore, the scheme has been reduced to reflect the expected spend by (Gross £34.024 million, Net £7.011 million). The value released includes CIL and S106 funding, a proportion of this funding has been reallocated to other schemes
- **Borough Development and Regeneration Fund/Town Centre** – removal of (Gross £2.500 million, Net £2.500 million) which is now shown separately as the Corn Exchange Refurbishment scheme and reviewed to reflect priority requirements only.
- **Embankment – Riverside Enhancement** – reduction due to an expected underspend on the scheme

5.31 The following details other proposed changes to schemes for consideration:

- **Primary Care Estate** – (Gross £16.977 million, Net £0.00 million). It is proposed to fund the scheme utilising £0.672 million of S106 funding released from the reduction of the Wixams Train Station scheme (subject to agreement) and apply CIL released for the remainder of the scheme.
- **Transformation – Utilisation of Capital Receipts** – Increase the scheme by (Gross £1.069 million, Net £1.069 million) to take account of the increased scope of this scheme as detailed in paragraph 5.29 below.

5.32 The Council utilises the Flexible Capital Receipts policy to allow the use of capital receipts to fund the costs associated with transformation projects, which will deliver ongoing revenue savings. The transformation programme has been reviewed and the proposed revised capital budget is detailed in the table below along with the expected savings forecast.

				Budget		Savings	
Directorate	Savings Proposals	Savings Ref.	Type of Expenditure	Allocated Budget £k	Forecast Spend £k	Savings Target £k	Savings Forecast £k
Efficiency Plan 2025/26							
Adults	Continued Adult Social Care improvements across commissioning, new operating models and working practices.	9,11,12, 13,14, 17	Specialist resources	500	500	3,146	2,777
Children's	Continue to improve systems and processes to improve outcomes for children and young people.	10	Specialist resources	200	190	100	100
Cross-cutting	Effective contract management & commercialisation	24, 25	Specialist resources & redundancies	650	250	1,700	1,000

				Budget		Savings	
Directorate	Savings Proposals	Savings Ref.	Type of Expenditure	Allocated Budget £k	Forecast Spend £k	Savings Target £k	Savings Forecast £k
Efficiency Plan 2025/26							
Environment & cross-cutting	Developing the workforce operating model & service redesign	1,4,31	Specialist resources & redundancies	700	450	570	570
Environment	Reduce carbon emissions associated with street lighting across the Borough, in partnership with communities.	33	Specialist resources & equipment	250	65	150	150
TOTAL Efficiency Plan 2025/26				2,300	1,455	5,666	4,597

<b>Efficiency Plan 2024/25 (carry forward FCR funding) &amp; Stability Plan</b>							
Cross-cutting	Corporate restructure	N/A	Redundancies	566	1,000	**	**
Cross-cutting	Stability Plan	N/A	Specialist resources & redundancies	-	1,500	**	**
<b>TOTAL Efficiency Plan 2024/25 &amp; Stability Plan</b>				<b>2,866</b>	<b>1,955</b>	<b>N/A</b>	<b>N/A</b>
<b>OVERALL TOTAL</b>				<b>2,866</b>	<b>3,955</b>	<b>5,666</b>	<b>4,597</b>

\*\*Costs accounted for in the year of decision, savings will accrue in 2026/2027

- 5.33 The additional funding requested for the Stability Plan provides a sum for redundancy costs arising from the voluntary redundancy scheme and potential redundancies arising from reviews of discretionary services for the 2026/2027 budget where the decision is taken in the current financial year. The sum also allows for diagnostic work to be undertaken by Newton for Children's Services, Temporary Accommodation and other corporate services.
- 5.34 The Flexible Capital Receipts Guidance requires Authorities to disclose to Full Council the projects funded through the capital receipts flexibility.

5.35 There is one new scheme to be added to the Programme:

- **Electric Vehicle Pavement Channels** – (Gross £0.056 million, Net £0.000 million) to create vehicle pavement channels for use for charging electric vehicles and funded in its entirety by a grant from the Department for Transport.

5.36 A further review of the capital programme is being undertaken, including the schemes relating to the Kempston Pool refurbishment and Mowsbury Padel Courts, and the outcome will be reported to the Executive on 19 November 2025. The intention is that these two leisure items will be deferred in the programme at this time.

5.37 The proposed revisions to the Capital Programme can be seen in **Appendix E**, with the full Capital Programme including these proposals shown in **Appendix F**.

5.38 The changes to the Capital Programme result in a significant reduction to the required borrowing for the Capital Programme; the revised funding position is set out in the table below. Borrowing will be further reduced once further allocations of CIL are made.

	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Future Years</b>	<b>Total</b>
Net Budget	46,290	34,061	15,922	48,544	144,817
Capital Receipts	(8,079)	(29,268)	(863)	(54,297)	(92,505)
Borrowing	38,211	4,793	15,060	(5,753)	52,311
Unallocated CIL	(10,336)	(4,724)	(6,713)	(31,133)	(31,133)

5.39 Capital receipts have been identified over the life of the proposed capital programme, with the schedule of sites to be disposed of shown in **Appendix G** (excluding any sites that form part of the disaggregation agreement with Central Bedfordshire Council). A risk assessment of the capital receipts is adjusted to reflect the uncertainty of values and timing of delivery

## **6 ALTERNATIVES CONSIDERED AND REJECTED**

6.1 The Constitution delegates authority to manage the Revenue Budget and report back to Full Council as appropriate in line with Part 12 (the Financial Procedure Rules) where required, therefore, no alternatives have been considered.

## 7 **KEY IMPLICATIONS**

<b>7.1 Legal Issues</b>	The Council is required, by law, to set a balanced revenue budget each year, which for 2025/2026, was approved by Full Council on 5 February 2025. The purpose of this report, in accordance with best financial management practice, is to advise the Executive of significant variations from that budget.
<b>7.2 Policy Issues</b>	<p>The Medium-Term Financial Strategy (MTFS) states that, to ensure a continuously stable financial base for the provision of Council services and functions, the Council will ensure that annual ongoing General Fund revenue expenditure can be covered by annual income sources in each and every financial year. The MTFS requires regular reports to be submitted to the Executive in respect of budget trends and this report provides an update on the latest budget position. The report highlights a number of emerging budget issues that will continue to be monitored, and actions taken to reduce the overspend during the remainder of 2025/2026.</p> <p>The MTFS also requires that due regard is given to revenue budget forecasts and that any increase in the ongoing annual revenue budget will be subject to the expenditure being either legally unavoidable or considered affordable after taking into account:</p> <ul style="list-style-type: none"> <li>(i) any forecast savings targets;</li> <li>(ii) implications on Council Taxpayers in future years.</li> </ul> <p>The Council's Capital Strategy sets the framework for the Capital programme and incorporates Prudential Indicators to ensure that capital investment is prudent, sustainable and affordable.</p>
<b>7.3 Resources</b>	<p>The Council's approved 2025/2026 gross General Fund Revenue Budget reported to Full Council on 5 February 2025 is £449.770 million. This is reduced by income from specific grants, subsidies, fees, charges and rents which can be subject to variation as well as fixed income sources such as commuted sums, planned use of Reserves giving a net budget requirement of £177.616 million.</p> <p>A review of forecast expenditure and income has highlighted that there are variations compared to the approved budget and, as such, these variations are set out in this report.</p> <p>The original budget forecast overspend of £12.9 million assumed the full delivery of £3.7 million of savings. A reduction in the proposed savings of £0.6 million will therefore increase the June forecast by an equivalent amount, increasing the outturn from the £12.9 million overspend to £13.6 million.</p>



	No alternative proposals have been put forward to mitigate the withdrawal of these savings at this stage. In taking this decision the Executive should take into account the negative impact this will have on the Council's overall financial position.
<b>7.4 Risks</b>	<p>Prior to setting the budget the Council is required to take into account the Chief Finance Officer's Report under Section 25 of the Local Government Act 2003 in relation to the robustness of the budget estimates and the adequacy of financial Reserves. This report highlights potential risks and additionally sets out how those risks will be mitigated including an effective budget monitoring framework with appropriate and timely reporting of forecasts against agreed budgets.</p> <p>The budget is monitored on a monthly basis to identify risks and take action to mitigate the risks when they arise. The Council holds a contingency (£0.5 million) with regard to budgetary risk in year, together with a range of Reserves to deal with specific issues and a General Fund Balance of £9.6 million.</p> <p>Whilst savings have been identified, and the Executive continue to review options to reduce expenditure and increase income to manage the position it is highly likely that the budget will not be balanced by the end of the financial year. In the event that alternative sources of funding are not available this would fall on the General Fund Balance, which is already below the recommended limit.</p> <p>Officers have been engaging with MHCLG to keep them apprised of the financial position and the potential request for EFS.</p>
<b>7.5 Environmental Implications</b>	There are no environmental implications arising directly from the report.
<b>7.6 Equalities Impact</b>	The activity has no relevance to Bedford Borough Council's duty to promote equality of opportunity, promote good relations, promote positive attitudes and eliminate unlawful discrimination. An equality impact assessment is not needed.
<b>7.7 Impact on Families</b>	This report has no new implications for Families. Family services are included as part of the overall 2025/2026 budget

<b>7.8 Community Safety and Resilience</b>	This report has no new implications for Community Safety and Resilience. Community Safety services are included as part of the overall 2025/2026 budget
<b>7.9 Impact on Health and Wellbeing</b>	This report has no new implications for Health and Wellbeing. Health and Wellbeing services are included as part of the overall 2025/2026 budget.

## 8 **SUMMARY OF CONSULTATIONS AND OUTCOME**

8.1 The following Council units or Officers and/or other organisations have been consulted in preparing this report:

Corporate Leadership Team

All comments have been taken into consideration in the preparation of this report.

## 9 **CONTACTS AND REFERENCES**

Report Contact Officer	<i>Julie McCabe, Executive Director of Resources e-mail: <a href="mailto:julie.mccabe@bedford.gov.uk">julie.mccabe@bedford.gov.uk</a> Rhian Bevan, Service Director for Finance e-mail: <a href="mailto:rhian.bevan@bedford.gov.uk">rhian.bevan@bedford.gov.uk</a></i>
File Reference	<i>F.1(b) and F.1(d)</i>
Previous Relevant Minutes	<i>None</i>
Background Papers	<i>None</i>
Appendices	<i>A – Budget Monitoring by Directorate – Forecast Position as at 30 June 2025 B – Revenue Grants C – Savings included within the Forecast D – Stability Plan Update E – Capital Programme 2024/2025 Carried Forward Budget and Capital Programme Revisions F – Capital Programme G – Summary of Surplus Assets: Sites Identified to Contribute to Capital Receipts</i>

**Budget Monitoring by Directorate – Forecast Position as at 30 June 2025**

	Current Budget £000	Forecast £000	Forecast Variance £000	Forecast Variance %	RAG Status
Adults Management	889	798	(91)	(10.2%)	G
Adult Social Care - External	54,199	56,212	2,013	3.7%	R
Adult Social Care - In House	9,105	9,398	293	3.2%	R
Adult Social Care, Safeguarding and Care Standards	5,510	5,540	30	0.5%	A
Health Integration, Regulated and Support Services	2,245	2,303	59	2.6%	A
<b>Adult Services</b>	<b>71,947</b>	<b>74,251</b>	<b>2,304</b>	<b>3.2%</b>	<b>R</b>
Chief Executive	1,059	1,028	(32)	(3.0%)	G
Governance	3,447	3,447	-	0.0%	G
Regeneration, Property & Local Economy	249	135	(115)	(46.0%)	G
<b>Chief Executives</b>	<b>4,756</b>	<b>4,609</b>	<b>(146)</b>	<b>(3.1%)</b>	<b>G</b>
Children's Management	212	328	116	54.5%	R
Education, SEND & School Infrastructure	10,639	10,390	(249)	(2.3%)	G
Looked After Children & Social Work	36,099	41,854	5,755	15.9%	R
<b>Childrens Services</b>	<b>46,951</b>	<b>52,572</b>	<b>5,621</b>	<b>12.0%</b>	<b>R</b>
Environment Management	1,036	1,111	75	7.3%	R
Public Realm, Highways & Waste Management	12,855	13,175	320	2.5%	A
Leisure and Culture	4,029	3,910	(119)	(3.0%)	G
Highways, Fleet and Traffic Operations	3,647	3,503	(144)	(4.0%)	G
Capital Projects, Infrastructure and Sustainable Travel	4,304	4,238	(66)	(1.5%)	G
Regulation and Community Resilience	2,105	2,049	(56)	(2.7%)	G
Housing, Homelessness and Customer Contact	12,929	15,162	2,233	17.3%	R
Planning and Building Control	908	473	(435)	(47.9%)	G
<b>Environment</b>	<b>41,813</b>	<b>43,621</b>	<b>1,808</b>	<b>4.3%</b>	<b>R</b>

	Current Budget £000	Forecast £000	Forecast Variance £000	Forecast Variance %	RAG Status
Finance	5,014	6,847	1,833	36.6%	R
Commercial Services and Business Transformation	1,085	1,085	-	0.0%	G
Head of Strategic Programmes	285	255	(30)	(10.5%)	G
Audit, Insurance and Risk	2,747	2,747	-	0.0%	G
Chief Digital, Data & Technology Officer	6,134	6,124	(11)	(0.2%)	G
Head of HR	1,279	1,308	29	2.3%	A
<b>Resources</b>	<b>16,545</b>	<b>18,366</b>	<b>1,821</b>	<b>0</b>	<b>R</b>
Capital Financing	8,584	8,672	88	1.0%	A
Other Corporate Budgets	(12,979)	(10,905)	2,073	16.0%	R
<b>Financing</b>	<b>(4,395)</b>	<b>(2,234)</b>	<b>2,161</b>	<b>49.2%</b>	<b>R</b>
Public Health	-	-	-	0.0%	G
<b>Public Health</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>G</b>
<b>Grand Total</b>	<b>177,616</b>	<b>191,185</b>	<b>13,569</b>	<b>7.6%</b>	<b>R</b>

**Revenue Grants**

Directorate	Grant	Awarding Body	Value £000	Proposed Use of Grant
Environment	DFT Active Travel Fund Grant	DFT	115	The active travel grant funding supports local transport authorities with producing cycling and walking facilities.
Environment	DfT Local Transport Resource Fund	DFT	61	To ensure local authorities can continue to build their capability and capacity to deliver ambitious transport schemes and to develop and update Local Transport Plans
Environment	DFT Local Opportunity Plan	DFT	550	To support projects with the aim of maximising the benefits of the proposed railway improvement between Bletchley and Bedford.
Environment	Biodiversity Net Gain Grant (BNG)	DEFRA	27	To be spent on BNG software called Mycella which will help validate, process and monitor BNG.
Resources	Sector Support Grant	IDeA	50	Costs associated with the Independent Improvement and Assurance Board (IIAB) and co-ordination and management of the Council's improvement plan
			<b>803</b>	

**Savings Included within the Forecast**

No.	Directorate	Service/Team	Description of proposal	Total Forecast Reduction £000
1	CEX	Regeneration, Property & Local Economy	Reduce supplies and services expenditure	12
2	CEX	Regeneration, Property & Local Economy	Hold vacant post	33
3/4	CEX	Regeneration, Property & Local Economy	Reduce supplies and services expenditure	21
5	Resources	Human Resources & Organisational Development	10% reduction to centralised training budget.	37
6	Resources	Human Resources & Organisational Development	Delay recruitment to vacancies	17
7	CEX	Mayors Office	Hold Town Twinning investment	20
11	Environment	Waste Management	Hold vacant post	3
12	Environment	Culture	Hold vacant post	17
15	Environment	Head of Capital Projects, Infrastructure & Sustainable Trasport	Delay recruitment to vacant post for 6 months	15
16	Environment	Highways, Fleet & Traffic Operations	Hold vacant post	49
17	Environment	Regulatory Services	Hold vacant post	52
19	Environment	Regulatory Housing and G&T	Hold vacant post	40
20	Environment	Public Realm, Highways & Waste Management	Reduce supplies and services expenditure	4
21	Environment	Public Realm, Highways & Waste Management	Hold Waste Minimisation budget	7
22	Environment	Public Realm, Highways & Waste Management	Reduce overtime	4
23	Environment	Public Realm, Highways & Waste Management	Reduce supplies and services expenditure	1
24	Environment	Public Realm, Highways & Waste Management	Recognise saving from retendering of Automatic Meter Reader contract completed late 2024/2025	7
26	Environment	Culture	Libraries - hold resources fund budget	92
27	Environment	Culture	Archives - reduce conservation equipment spend by 50%	4
28	Environment	Culture	Higgins - reduce purchase of shop stock	2
29	Environment	Culture	Higgins - reduce Project Costs (programming) spend by 33%	5
30	Environment	Culture	Libraries & Culture Management - remove activity delivery spend	9
31	Environment	Transport Policy	Reduce budget for data collection and Contributions to Scheme by 10%	4
35	Environment	Public Realm, Highways & Waste Management	Reduction in the Christmas lights provision by 10%	5
38	Environment	Public Realm, Highways & Waste Management	Cease new word and emblem inclusion on replacement of damaged street name plates	6
39	Environment	Public Realm, Highways & Waste Management	Reduce supplies and services expenditure	6
40	Environment	Head of Leisure & Culture	Review Leisure agency contract arrangements	100

No.	Directorate	Service/Team	Description of proposal	Total Forecast Reduction £000
41	Environment	Housing Commissioned 3rd party spend	Recommissioning of third party expenditure.	150
42	Environment	Public Realm, Highways & Waste Management	Savings arising from delays in recruitment in Environment Teams. Recruitment to posts is now in hand	26
43	Adults	All - Targeted Service Reviews	Within the care act review cycle, Principal Social Worker and Team Managers will prioritise due or overdue reviews. Reviews will follow a strength-based approach, promoting independence and use of community support over formal services	250
44	Adults	Quality Assurance Group (QAG)	A QAG will review new and amended care plans before approval. This action is in addition to current validation processes ensuring Care Act compliance, strength-based practice, and use of community resources.	600
45	Adults	Appropriate Financial Eligibility Checks	Ensure robust financial assessments are carried out to avoid taking on individuals who do not qualify for local authority funding. This includes identifying self-funders—particularly those who own property they do not reside in	120
46	Adults	Trusted Assessor Training (to be led in house)— Minor Equipment/ alternatives:	Train frontline staff in minor equipment awareness, with each team having designated Trusted Assessors to assess and order items. This supports safer, more independent living and reduces care costs	25
47	Environment	Planning Policy	Hold vacant posts of Planning Information Officer & Team Leader posts.	100
48	Environment	Planning & Building Control	Reduce expenditure on Ecology Support	15
49	Environment	Planning & Building Control	Hold vacant Planning Enforcement and Development Management posts	300
51	Environment	Public Realm, Highways & Waste Management	Remove Route Based Forecasting option from Winter Forecast delivery	5
53	Environment	<i>Public Realm, Highways &amp; Waste Management</i>	Update Household Waste and Recycling Centre Permit and Booking System	40
54	Environment	Regulatory Services	Hold Community Safety Partnership Conference budget	4
56	Environment	Regulatory Services	Hold non-essential deployable CCTV	20
57	Environment	Regulatory Services	Hold non-essential resilience equipment	3
60	Environment	Regulatory Services	Further reduction in dimming strategy for Street Lighting - Reduce power output by a further 20% (70% dimmed)	35
61	Childrens	Statutory Support Services	Hold vacant hours from Education Business Support Officer	6
62	Childrens	Statutory Support Services	Delay recruitment for Education Apprentice	12
63	Childrens	Admin Team	Hold vacant hours from Business Support Officer and Power User post	7
64	Childrens	Foxgloves	Hold vacant post	7
65	Childrens	Home To School Transport	Delay recruitment for Assisstant School Organisation Officer	8
66	Childrens	Conference and Review	Hold vacant hours from Conference Secretary	7
67	Childrens	All - Targeted Service Reviews	Reduce supplies and services expenditure	30
68	Childrens	Chief Education Officer	Use of Sector Led Improvement Funds generated by the team	15
69	Childrens	Chief Education Officer	Maximise use of Special Education Needs Disabilities Alternative Provision Change Programme Grant	200
71	Childrens	Chief Education Officer	Reallocate the Dedicated Schools Grant Central Schools Services Block funding from a vacant post of Pupil Place Planning Officer	34
72	Resources	Capital Financing	Reduce set aside for investment reserve as regulation change delayed to 2028/2029	500
				<b>3,091</b>

**STABILITY PLAN UPDATE**

The Council's Stability Plan (2025-2030) outlines a comprehensive approach to financial recovery, workforce stability, and economic growth. It is structured around five key themes, each supported by targeted initiatives designed to improve service delivery, financial management, and community outcomes.

A summary of activity in progress across each of the themes is shown below:

**Theme 1 - Future Organisation:** The Council aims to become an ambitious, well-structured organisation providing most services in-house while embracing partnership opportunities. Key developments include finalising the implementation of the corporate senior management restructure and embedding the opportunities this brings to the organisation.

Partnership remains a key theme and is an important focus in areas such as housing working with a range of social landlords. . The Council has continued to work at place working with the ICB. Opportunities for shared services are being explored with partners and other local authorities to improve efficiency, reduce costs and enhance service delivery.

The Agile Working policy is currently under review to facilitate greater staff presence within the workplace. This process will involve thorough consideration of office accommodation, equipment needs, car parking, and staff related matters. To ensure a comprehensive approach, a cross-directorate working group has been established to address each of these factors and to establish a phased return to work of staff in line with this policy.

**Theme 2 - Strong Financial Stewardship:** There is significant overlap between the Stability Plan and the recommendations in the CIPFA Resilience Report. A full action plan has been published in response to the Resilience Report. A fundamental review of the Capital Programme has already taken place as detailed earlier in this report.

CIPFA are supporting the Council with the implementation of the report in relation to the Capital Programme, a comprehensive review of fees and charges taking into consideration comparator benchmarks, the costs of service delivery and aligning concessions, this review is due to complete by the end of September 2025.

A review of the debt management processes is also being undertaken by CIPFA, which is also due to conclude shortly.

The Council Tax Reduction scheme has been assessed to reflect changes in the benefits system and national regulations, ensuring it remains fair and financially sustainable for the Council. Further work has enabled proposals to be produced for public consultation in the autumn.



A focussed review of Adults' Services is underway that aims to achieve better outcomes for residents in response to rising demands and workforce pressures. The initial diagnostic is due to conclude in October 2025 following which steps will then be considered.

In addition, Children's Services are partnering with RECONNECT to introduce a new approach to transitioning children and young people from residential care to a family-based setting, where appropriate. This approach commenced in August 2025 and will be managed and monitored over the following 12 months.

To increase financial awareness across the organisation, regular briefings and presentations have been delivered to members, managers and staff. These efforts will continue as the organisation works towards financial sustainability.

**Theme 3 - Modern and Efficient Services:** Focussed on well-delivered statutory services and corporate priorities while protecting essential support services, this theme aims to rationalise discretionary services to ensure more cost-effective provision.

A high-level review of discretionary services is in progress, focussing on referring to other organisations, creating self-financing options, operating within cash limits for financial sustainability, and exploring alternative delivery models. Some of these options require further feasibility assessment and lead-in time, so implementation will take place over the short and medium term.

**Theme 4 - Valuing the Workforce:** Recognising the workforce as a key asset, the Council is in the process of developing a new People Strategy, with staff focus groups currently underway to gain their views and ideas. This strategy is due to be finalised during autumn 2025.

Progress has been made with reducing agency worker costs over the past 12 months. This focussed effort will continue with a range of initiatives such as pro-actively promoting the transition of agency workers to directly employed roles (136 conversions and 6 in progress so far), and directorate 'check and challenge' sessions.

The Voluntary Redundancy framework has been refreshed, and consultation is currently taking place with recognised Trade Unions. The next stage will be to communicate the Voluntary Redundancy programme to the workforce during September 2025.

**Theme 5 - Economic Growth Initiatives:** The Council aims to create business and employment opportunities by focusing on growth, inward investment, and innovation. The Council is in the process of reviewing and refreshing its Growth Strategy in readiness for consideration by the Executive in January 2026.

In addition, a high-level review of land holdings and the commercial estate is underway, to identify financial and service opportunities. A programme of development schemes will then be designed ready to implement from January 2026 onwards.

		2024/2025 Carry Forward		
Project Description		Gross Budget £'000	Income Budget £'000	Net Budget £'000
<b>Environment</b>				
32036	Elstow Landfill	-203		-203
32114	Carbon Management Programme	5		5
32184	Protective Measures for Parks	53	-83	-30
32185	Solar Panels on Council Car Parks/Buildings	200		200
32186	Footways Renewal & Dropped Kerbs	86		86
32189	Kempston Natural Flood Management (West)	470	-470	0
32190	Embankment - Riverside Enhancement	124		124
32201	Tree Planting Schemes	117	-117	
32202	Leisure Sites & Essential works	529		529
32209	BIAS Replacement Running Track	76		76
32211	Bedford Athletics Rugby Club Parking Capacity Improvements	-2		-2
32212	Leisure Village Feasibility	250		250
32205	Strategic Waterway Link	600	-600	
32213	Howard Centre Lighting	100		100
32217	Kempston Pool PV Panels	6	-243	-237
<b>Transport, Highways &amp; Engineers</b>				
32007	Private Sector Renewal - Disabled Facilities Grants	383	-383	0
32037	Highways Maintenance (LTP)	190	-1,201	-1,011
32040	Highways (BBC funded)	2,366		2,366
32041	Integrated Transport Schemes (LTP)	1,093	-893	200
32153	Public Open Spaces Footbridges	-15	15	0
32174	Average Speed Cameras	226	-18	209
32176	All Hallows Public Realm Improvements	15		15
32030	Vehicle, Plant & Equipment Programme	669	-669	0
32169	School Parking Enforcement Cameras	650	-650	
32182	Halsey Road Drainage System	450		450
32196	A6 Paula Radcliffe Way – Highway Corridor	68		68
32214	Feasibility Studies	200		200

Project Description	2024/2025 Carry Forward		
	Gross Budget £'000	Income Budget £'000	Net Budget £'000
<b>Planning, Infrastructure &amp; Growth</b>			
31114 Superfast Broadband Project	265		265
31134 High Street Heritage Action Zone (HSHAZ)	463	-463	0
31136 Town Deal	6,456	-6,456	
32059 Bringing Empty Homes Back into Use	194		194
32167 Wixams Railway Station	1,291	-7,030	-5,739
32194 Wixams Railway Station Car Park	-5		-5
32208 UK Shared Prosperity Fund	-83	-334	-417
32200 Unparished CIL Schemes	-46		-46
<b>Housing</b>			
31131 Temporary Accommodation (Supported and In Need of Priority	12,829	397	13,225
31137 Local Authority Housing Fund - Homes for Refugees	1,207	-368	839
32207 Cemetery Provision	995		995
<b>Environment TOTAL</b>	<b>32,275</b>	<b>-19,565</b>	<b>12,709</b>
<b>New Strategies</b>			
32203 Primary Care Estate	147		147
32204 Town Centre Regeneration	3,977	8	3,985
32227 Kempston Pool	-28		-28
32228 Mowsbury Padel Tennis	-17		-17
32229 Cardington Road Leisure Park	-33		-33
32231 Oasis Pool	-50		-50
<b>New Strategies TOTAL</b>	<b>3,997</b>	<b>8</b>	<b>4,005</b>
<b>GRAND TOTAL</b>	<b>51,059</b>	<b>-26,889</b>	<b>24,169</b>

**Capital Programme Revisions**

		2030/31- 2030/31-												TOTAL TOTAL	
		2025/26	2025/26	2026/27	2026/27	2027/28	2027/28	2028/29	2028/29	2029/30	2029/30	2034/35	2034/35	Gross	Net
Project Description		Gross Budget	Net Budget	Gross Budget	Net Budget	Gross Budget	Net Budget	Gross Budget	Net Budget	Gross Budget	Net Budget	Gross Budget	Net Budget	Gross Budget	Net Budget
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Capital Programme as per Exec 9 July 2025	209,655	110,070	78,268	39,614	43,771	20,458	13,956	9,392	8,156	-10,572	43,876	34,518	397,682	203,480
	Reprofile of Schemes	-37,086	-28,842	24,980	16,936	2,417	1,959	3,233	3,491	4,429	4,429	2,023	2,023	-5	-5
<b>Adjustment to Outturn</b>															
31129	Borough Development and Regeneration Fund	-456	-456											-456	-456
32189	Kempston Natural Flood Defence		-30												-30
32176	All Hallows Public Realm Improvements	-15	-15											-15	-15
<b>Scheme's Removed/ Reduced</b>															
31127	Bedford Commercial Park			-8,370	-8,370	-600	-600							-8,970	-8,970
34086	Sharnbrook (Primary) 1FE new/ expansion					-13,000	-3,000							-13,000	-3,000
32190	Embankment - Riverside Enhancement	-39	-39	-51	-51									-90	-90
32041	Integrated Transport Schemes (LTP)	-200	-200											-200	-200
32214	Feasibility Studies	-500	-500											-500	-500
32059	Bringing Empty Property Back into Use			-300	-300	-300	-300	-196	-196					-796	-796
32204	Town Centre Regeneration	-10,377	-6,885	-13,000	-3,000									-23,377	-9,885
32228	Robinson Pool									-643	-643	-9,840	-9,840	-10,483	-10,483
32197	Brunel Road Industrial Estate Roofs	-100	-100											-100	-100
32114	Carbon Management Programme	-100	-100											-100	-100
32212	Leisure Village Feasibility	-250	-250											-250	-250
32206	Leisure Complex & Asset Refurbishment	-2,000	-2,000											-2,000	-2,000
32182	Halsey Road Drainage System	-350	-350											-350	-350
32167	Wixams Railway Station	-25,514	-18,055	-8,510	-5,898							16,942		-34,024	-7,011
32194	Wixams Railway Station Car Park	-2,995	-2,995	-3,031	3,000									-6,026	5
31129	Borough Development and Regeneration Fund	-2,500	-2,500											-2,500	-2,500
<b>Other Changes</b>															
32114	Carbon Management Programme	200	200											200	200
32185	Solar Panels on Council Car Parks/Buildings	-200	-200											-200	-200
32216	Transformation - Utilisation of Flexible Capital Receipts	1,069	1,069											1,069	1,069
32203	Primary Care Estate		-1,532		-7,870		-2,595		-1,000						-12,997
<b>New Schemes</b>															
NEW1	Electric Vehicle Pavement Channels	56												56	
<b>Revised Capital Programme</b>		<b>128,298</b>	<b>46,290</b>	<b>69,986</b>	<b>34,061</b>	<b>32,288</b>	<b>15,922</b>	<b>16,993</b>	<b>11,687</b>	<b>11,942</b>	<b>10,156</b>	<b>36,059</b>	<b>26,701</b>	<b>295,566</b>	<b>144,817</b>

Note Capital Programme Slippage of £5k is due to roundings.

		2025/26- 2029/30	2025/26- 2029/30	2030/31	2030/31	2031/32	2031/32	2032/33	2032/33	2033/34	2033/34	2034/35	2034/35	TOTAL	TOTAL
Project Description		Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000
	Capital Programme as per Exec 9 July 2025	353,806	168,962	11,695	9,195	15,862	12,576	8,323	6,537	7,996	6,210			397,682	203,480
	Reprofile of Schemes	-2,028	-2,028	2,140	2,140	-39	-39	-39	-39	-39	-39			-5	-5
<b>Adjustment to Outturn</b>															
31129	Borough Development and Regeneration Fund	-456	-456											-456	-456
32189	Kempston Natural Flood Defence		-30												-30
32176	All Hallows Public Realm Improvements	-15	-15											-15	-15
<b>Scheme's Removed/Reduced</b>															
31127	Bedford Commercial Park	-8,970	-8,970											-8,970	-8,970
34086	Sharnbrook (Primary) 1FE new/expansion	-13,000	-3,000											-13,000	-3,000
32190	Embankment - Riverside Enhancement	-90	-90											-90	-90
32041	Integrated Transport Schemes (LTP)	-200	-200											-200	-200
32214	Feasibility Studies	-500	-500											-500	-500
32059	Bringing Empty Property Back into Use	-796	-796											-796	-796
32204	Town Centre Regeneration	-23,377	-9,885											-23,377	-9,885
32228	Robinson Pool	-643	-643	-3,485	-3,485	-5,528	-5,528	-827	-827					-10,483	-10,483
32197	Brunel Road Industrial Estate Roofs	-100	-100											-100	-100
32114	Carbon Management Programme	-100	-100											-100	-100
32212	Leisure Village Feasibility	-250	-250											-250	-250
32206	Leisure Complex & Asset Refurbishment	-2,000	-2,000											-2,000	-2,000
32182	Halsey Road Drainage System	-350	-350											-350	-350
32167	Wixams Railway Station	-34,024	-7,011											-34,024	-7,011
32194	Wixams Railway Station Car Park	-6,026	5											-6,026	5
31129	Borough Development and Regeneration Fund	-2,500	-2,500											-2,500	-2,500
<b>Other Changes</b>															
32114	Carbon Management Programme	200	200											200	200
32185	Solar Panels on Council Car Parks/Buildings	-200	-200											-200	-200
32216	Transformation - Utilisation of Flexible Capital Receipts	1,069	1,069											1,069	1,069
32203	Primary Care Estate		-12,997												-12,997
<b>New Schemes</b>															
NEW1	Electric Vehicle Pavement Channels	56												56	
<b>Revised Capital Programme</b>		<b>259,507</b>	<b>118,116</b>	<b>10,350</b>	<b>7,850</b>	<b>10,295</b>	<b>7,009</b>	<b>7,457</b>	<b>5,671</b>	<b>7,957</b>	<b>6,171</b>	<b>0</b>	<b>0</b>	<b>295,566</b>	<b>144,817</b>

# Capital Programme

		2030/31- 2030/31-												TOTAL	
		2025/26	2025/26	2026/27	2026/27	2027/28	2027/28	2028/29	2028/29	2029/30	2029/30	2034/35	2034/35	TOTAL	TOTAL
Project Description		Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000
<b>Regeneration, Property &amp; Local Economy</b>															
31127	Bedford Commercial Park	1,200	1,200	1,777	1,777									2,977	2,977
31129	Borough Development and Regeneration Fund	2,000	2,000	2,000	2,000	2,000	2,000	3,000	3,000	3,000	3,000	1,554	1,554	13,554	13,554
32195	Brookside Care Home Improvements	19												19	
32197	Brunel Road Industrial Estate Roofs	108	108											108	108
34004	Schools Maintenance	2,913		1,806		1,772								6,491	
34089	Robert Bruce Demolition	1,240	1,240											1,240	1,240
32221	RR Programme 2024/25 - 2029/30	2,017	2,017	2,508	2,508	3,736	3,736	1,765	1,765	2,398	2,398	8,469	8,469	20,893	20,893
32203	Primary Care Estate	2,532	0	9,870		3,595		1,000						16,997	0
32204	Town Centre Regeneration	1,600	1,100											1,600	1,100
32202	Leisure Sites & Essential works	1,529	1,529	2,000	2,000									3,529	3,529
31114	Superfast Broadband Project	265	265											265	265
31134	High Street Heritage Action Zone (HSHAZ)	463	0											463	0
31136	Town Deal	13,590												13,590	
32208	UK Shared Prosperity Fund	634	-417											634	-417
32007	Disabled Facilities Grants	1,800		2,683		2,050								6,533	
<b>Chief Executives TOTAL</b>		<b>31,910</b>	<b>9,043</b>	<b>22,644</b>	<b>8,285</b>	<b>13,153</b>	<b>5,736</b>	<b>5,765</b>	<b>4,765</b>	<b>5,398</b>	<b>5,398</b>	<b>10,023</b>	<b>10,023</b>	<b>88,893</b>	<b>43,250</b>
<b>Technology</b>															
31030	HR System Migration	36	36											36	36
31028	IT Infrastructure & Software	3,455	3,207	500		500	500	500	500	500	500	2,000	2,000	7,455	6,707
<b>Transformation</b>															
32216	Transformation - Utilisation of Flexible Capital Receipts	3,935	3,935											3,935	3,935
31124	Transformation	1,185	1,185	950	950	250	250							2,385	2,385
<b>Resources TOTAL</b>		<b>8,611</b>	<b>8,363</b>	<b>1,450</b>	<b>950</b>	<b>750</b>	<b>750</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>2,000</b>	<b>2,000</b>	<b>13,811</b>	<b>13,063</b>

												2030/31- 2030/31-			
		2025/26	2025/26	2026/27	2026/27	2027/28	2027/28	2028/29	2028/29	2029/30	2029/30	2034/35	2034/35	TOTAL	TOTAL
Project Description		Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000
<b>Schools</b>															
34008	Schools Building Works - Devolved Formula Capital	523		275		270								1,068	
34024	Schools Self Funded Projects														
34069	Special Educational Needs and/or disability	293												293	
34077	Bedford Special School														
34078	Additional Schools Capacity	893												893	
34080	Biddenham Secondary School - Expansion	403												403	
34081	Wixams Tree Primary 1FE Expansion														
34082	Wixams Secondary Academy - Expansion	3,865												3,865	
34083	New Wixams Primary School	1,298												1,298	
34084	Lincroft Academy Expansion	7,504	410											7,504	410
34085	Bedford (Secondary) Academy Expansion	5,428	1,203											5,428	1,203
34086	Sharnbrook (Primary) 1FE new/expansion														
34087	Wootton / Stewartby 2 Tier (s106)	5,354		2,000										7,354	
34090	Daubeney Academy School	620		6,770										7,390	
34091	Expansion of Childcare Places	213												213	
34092	Children's Home	1,836	1,836											1,836	1,836
34093	16+ Semi Independent Living	1,311	1,311	928	928									2,239	2,239
<b>Children's Services TOTAL</b>		<b>29,541</b>	<b>4,760</b>	<b>9,973</b>	<b>928</b>	<b>270</b>								<b>39,784</b>	<b>5,688</b>
<b>Environment</b>															
32036	Elstow Landfill	350	350	978	978	1,682	1,682	1,061	1,061	48	48			4,119	4,119
32114	Carbon Management Programme	105	105											105	105
32144	Sluice Gates			60										60	
32177	Bedford Park Cricket Pavilion			38	14	300	100							338	114
32184	Protective Measures for Parks	10		43	-30									53	-30
32185	Solar Panels on Council Car Parks/Buildings														
32186	Footways Renewal & Dropped Kerbs	86	86											86	86
32189	Kempston Natural Flood Management (West)	100	-30	370										470	-30
32190	Embankment - Riverside Enhancement	161	161	68	68									229	229
32201	Tree Planting Schemes	142												142	
32209	BIAS Replacement Running Track	1,176	1,176											1,176	1,176
32210	Bedford Hockey Club Pitch Refurbishment	500	500											500	500
32211	Bedford Athletics Rugby Club Parking Capacity	8	8			490	490							498	498
32212	Leisure Village Feasibility														
32205	Strategic Waterway Link	1,200		1,500		1,763								4,463	
32206	Leisure Complex & Asset Refurbishment														
32213	Howard Centre Lighting	100	100											100	100
32215	Introduction of food waste collection scheme	1,350		219										1,569	
32217	Kempston Pool PV Panels	6	-237											6	-237
32223	Byways Safety Repairs			25	25	25	25	25	25					75	75
32224	Longholme Lake - Removal of Silt and Vegetation	12	12			288	288							300	300
32222	Corn Exchange Refurbishment	1,000	1,000	1,500	1,500									2,500	2,500
32226	Bedford Corn Exchange Expansion											500	500	500	500
32227	Kempston Pool	400	400	2,072	2,072									2,472	2,472
32228	Robinson Pool														
32229	Mowsbury Padel Tennis	167	167	100	100									267	267
32230	Cardington Road Leisure Park			600	600									600	600
32231	Oasis Pool	850	850											850	850

		2030/31- 2030/31-												TOTAL	
		2025/26	2025/26	2026/27	2026/27	2027/28	2027/28	2028/29	2028/29	2029/30	2029/30	2034/35	2034/35	Gross	Net
Project Description		Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000
<b>Transport, Highways &amp; Engineers</b>															
32037	Highways Maintenance (LTP)	6,409	-1,011	4,198		3,728								14,335	-1,011
32040	Highways (BBC funded)	4,800	4,800	3,986	3,986	3,210	3,210	3,210	3,210	3,210	3,210	12,840	12,840	31,256	31,256
32041	Integrated Transport Schemes (LTP)	2,123		2,164		1,162								5,449	
32153	Public Open Spaces Footbridges	118												118	
32165	Bromham Road cycle bridge											2,838	1,338	2,838	1,338
32174	Average Speed Cameras	226	209											226	209
32176	All Hallows Public Realm Improvements														
32030	Vehicle, Plant & Equipment Programme	4,899	1,706	4,502	2,776	2,567	841	2,052	326	1,786		7,858		23,664	5,649
32169	Traffic Enforcement Cameras	650												650	
32182	Halsey Road Drainage System	100	100											100	100
32196	A6 Paula Radcliffe Way – Highway Corridor	68	68											68	68
32214	Feasibility Studies														
32225	Bedford Local Electric Vehicle Infrastructure Project	400		500		100								1,000	
32232	Bus Service Improvement Plan	1,491												1,491	
NEW1	Electric Vehicle Pavement Channels	56												56	
<b>Planning, Infrastructure &amp; Growth</b>															
32012	Affordable Housing (S106)			384										384	
32059	Bringing Empty Homes Back into Use	100	100	300	300	300	300	300	300					1,000	1,000
32167	Wixams Railway Station	13,067		450										13,517	
32168	East-West Railway (Western Section)							2,580						2,580	
32194	Wixams Railway Station Car Park														
32200	Unparished CIL Schemes	304	-46	353										657	-46
<b>Housing</b>															
31131	Temporary Accommodation	13,500	11,717	11,509	11,509	2,500	2,500	1,500	1,500	1,000	1,000			30,009	28,226
31137	Local Authority Housing Fund - Homes for Refugees	1,207	839											1,207	839
32207	Cemetery Provision	995	995											995	995
<b>Environment TOTAL</b>		<b>58,236</b>	<b>24,124</b>	<b>35,919</b>	<b>23,898</b>	<b>18,115</b>	<b>9,436</b>	<b>10,728</b>	<b>6,422</b>	<b>6,044</b>	<b>4,258</b>	<b>24,036</b>	<b>14,678</b>	<b>153,077</b>	<b>82,816</b>
<b>GRAND TOTAL</b>		<b>126,708</b>	<b>44,700</b>	<b>69,210</b>	<b>33,285</b>	<b>32,288</b>	<b>15,922</b>	<b>16,993</b>	<b>11,687</b>	<b>11,942</b>	<b>10,156</b>	<b>36,059</b>	<b>26,701</b>	<b>295,566</b>	<b>144,817</b>



		2025/26- 2029/30	2025/26- 2029/30	2030/31	2030/31	2031/32	2031/32	2032/33	2032/33	2033/34	2033/34	2034/35	2034/35	TOTAL	TOTAL
Project Description		Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000
<b>Regeneration, Property &amp; Local Economy</b>															
31127	Bedford Commercial Park	2,977	2,977											2,977	2,977
31129	Borough Development and Regeneration Fund	12,000	9,000	1,554	1,554									13,554	13,554
32195	Brookside Care Home Improvements	19	3,000											19	
32197	Brunel Road Industrial Estate Roofs	108	108											108	108
34004	Schools Maintenance	6,491												6,491	
34089	Robert Bruce Demolition	1,240	1,240											1,240	1,240
32221	RR Programme 2024/25 - 2029/30	12,424	10,026	2,586	2,586	1,961	1,961	1,961	1,961	1,961	1,961			20,893	20,893
32203	Primary Care Estate	16,997	2,398											16,997	0
32204	Town Centre Regeneration	1,600	1,100											1,600	1,100
32202	Leisure Sites & Essential works	3,529	3,529											3,529	3,529
31114	Superfast Broadband Project	265	265											265	265
31134	High Street Heritage Action Zone (HSHAZ)	463	0											463	0
31136	Town Deal	13,590												13,590	
32208	UK Shared Prosperity Fund	634	-417											634	-417
32007	Disabled Facilities Grants	6,533												6,533	
<b>Chief Executives TOTAL</b>		<b>78,870</b>	<b>33,227</b>	<b>4,140</b>	<b>4,140</b>	<b>1,961</b>	<b>1,961</b>	<b>1,961</b>	<b>1,961</b>	<b>1,961</b>	<b>1,961</b>			<b>88,893</b>	<b>43,250</b>
<b>Technology</b>															
31030	HR System Migration	36	36											36	36
31028	IT Infrastructure & Software	5,455	4,207	500	500	500	500	500	500	500	500			7,455	6,707
<b>Transformation</b>															
32216	Transformation - Utilisation of Flexible Capital Receipts	3,935	3,935											3,935	3,935
31124	Transformation	2,385	2,385											2,385	2,385
<b>Resources TOTAL</b>		<b>11,811</b>	<b>10,563</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>			<b>13,811</b>	<b>13,063</b>

		2025/26- 2029/30	2025/26- 2029/30	2030/31	2030/31	2031/32	2031/32	2032/33	2032/33	2033/34	2033/34	2034/35	2034/35	TOTAL	TOTAL
Project Description		Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000	Gross Budget £'000	Net Budget £'000
<b>Schools</b>															
34008	Schools Building Works - Devolved Formula Capital	1,068												1,068	
34069	Special Educational Needs and/or disability	293												293	
34077	Bedford Special School														
34078	Additional Schools Capacity	893												893	
34080	Biddenham Secondary School - Expansion	403												403	
34081	Wixams Tree Primary 1FE Expansion														
34082	Wixams Secondary Academy - Expansion	3,865												3,865	
34083	New Wixams Primary School	1,298												1,298	
34084	Lincroft Academy Expansion	7,504	410											7,504	410
34085	Bedford (Secondary) Academy Expansion	5,428	1,203											5,428	1,203
34086	Sharnbrook (Primary) 1FE new/expansion														
34087	Wootton / Stewartby 2 Tier (s106)	7,354												7,354	
34090	Daubeney Academy School	7,390												7,390	
34091	Expansion of Childcare Places	213												213	
34092	Children's Home	1,836	1,836											1,836	1,836
34093	16+ Semi Independent Living	2,239	2,239											2,239	2,239
<b>Children's Services TOTAL</b>		<b>39,784</b>	<b>5,688</b>											<b>39,784</b>	<b>5,688</b>
<b>Environment</b>															
32036	Elstow Landfill	4,119	4,071											4,119	4,119
32114	Carbon Management Programme	105	153											105	105
32144	Sluice Gates	60												60	
32177	Bedford Park Cricket Pavilion	338	114											338	114
32184	Protective Measures for Parks	53	-30											53	-30
32185	Solar Panels on Council Car Parks/Buildings														
32186	Footways Renewal & Dropped Kerbs	86	86											86	86
32189	Kempston Natural Flood Management (West)	470	-30											470	-30
32190	Embankment - Riverside Enhancement	229	229											229	229
32201	Tree Planting Schemes	142												142	
32209	BIAS Replacement Running Track	1,176	1,176											1,176	1,176
32210	Bedford Hockey Club Pitch Refurbishment	500	500											500	500
	Bedford Athletics Rugby Club Parking Capacity														
32211	Improvements	498	498											498	498
32212	Leisure Village Feasibility														
32205	Strategic Waterway Link	4,463												4,463	
32206	Leisure Complex & Asset Refurbishment														
32213	Howard Centre Lighting	100	100											100	100
32215	Introduction of food waste collection scheme	1,569												1,569	
32217	Kempston Pool PV Panels	6	-237											6	-237
32223	Byways Safety Repairs	75	75											75	75
32224	Longholme Lake - Removal of Silt and Vegetation	300	300											300	300
32222	Corn Exchange Refurbishment	2,500	2,500											2,500	2,500
32226	Bedford Corn Exchange Expansion									500	500			500	500
32227	Kempston Pool	2,472	2,472											2,472	2,472
32228	Robinson Pool														
32229	Mowsbury Padel Tennis	267	267											267	267
32230	Cardington Road Leisure Park	600	600											600	600
32231	Oasis Pool	850	850											850	850

Project Description	2025/26- 2025/26-		2029/30 2029/30		2030/31 2030/31		2031/32 2031/32		2032/33 2032/33		2033/34 2033/34		2034/35 2034/35		TOTAL	TOTAL
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Transport, Highways &amp; Engineers</b>																
32037	Highways Maintenance (LTP)	14,335	-1,011												14,335	-1,011
32040	Highways (BBC funded)	18,416	18,416	3,210	3,210	3,210	3,210	3,210	3,210	3,210	3,210				31,256	31,256
32041	Integrated Transport Schemes (LTP)	5,449	3,210												5,449	
32153	Public Open Spaces Footbridges	118													118	
32165	Bromham Road cycle bridge					2,838	1,338								2,838	1,338
32174	Average Speed Cameras	226	209												226	209
32176	All Hallows Public Realm Improvements															
32030	Vehicle, Plant & Equipment Programme	15,806	5,649	2,500		1,786		1,786		1,786					23,664	5,649
32169	Traffic Enforcement Cameras	650													650	
32182	Halsey Road Drainage System	100	100												100	100
32196	A6 Paula Radcliffe Way – Highway Corridor	68	68												68	68
32225	Bedford Local Electric Vehicle Infrastructure Project	1,000													1,000	
32232	Bus Service Improvement Plan	1,491													1,491	
NEW1	Electric Vehicle Pavement Channels	56													56	
<b>Planning, Infrastructure &amp; Growth</b>																
32012	Affordable Housing (S106)	384													384	
32059	Bringing Empty Homes Back into Use	1,000	1,000												1,000	1,000
32167	Wixams Railway Station	13,517													13,517	
32168	East-West Railway (Western Section)	2,580													2,580	
32194	Wixams Railway Station Car Park															
32200	Unparished CIL Schemes	657	-46												657	-46
<b>Housing</b>																
31131	Temporary Accommodation	30,009	27,226												30,009	28,226
31137	Local Authority Housing Fund - Homes for Refugees	1,207	1,839												1,207	839
32207	Cemetery Provision	995	995												995	995
<b>Environment TOTAL</b>		<b>129,041</b>	<b>71,348</b>	<b>5,710</b>	<b>3,210</b>	<b>7,834</b>	<b>4,548</b>	<b>4,996</b>	<b>3,210</b>	<b>5,496</b>	<b>3,710</b>				<b>153,077</b>	<b>82,816</b>
<b>GRAND TOTAL</b>		<b>259,507</b>	<b>120,826</b>	<b>10,350</b>	<b>7,850</b>	<b>10,295</b>	<b>7,009</b>	<b>7,457</b>	<b>5,671</b>	<b>7,957</b>	<b>6,171</b>				<b>295,566</b>	<b>144,817</b>

## **APPENDIX G**

<b>Site</b>	<b>Description</b>	<b>Expected Timescale</b>
Mowbray Road/Moor Lane, Bedford	Disposal of land for residential development	2025/2026
Former Margaret Beaufort School, High Street, Riseley	Disposal of land for residential development	2025/2026
Former Robert Bruce School, Bedford Road, Kempston	Disposal of land for residential development	2025/2026
A421 Compensation: Various Locations	Completion of CPO claim and transfer of land taken for construction of A421 J13 to Marsh Leys	2025/2026
80 Bunyan Road, Kempston	Disposal of garden land for residential development	2025/2026
Park Crescent, Stewartby	Disposal of former site agent house	2025/2026
Riseley Depot, Lowsdon Lane, Riseley	Sale of disused depot	2025/2026
Land adjoining Interchange Retail Park, Polo Field Way, Kempston	Sale of ransom strip in collaboration with adjoining landowner	2025/2026
Ouse Bank Farm House	Sale of former agricultural dwelling	2025/2026
Bedford Commercial Park Plot 1, Innovation Way, Wootton	Disposal for commercial development	2026/2027
Bedford Commercial Park Plot 2, Innovation Way, Wootton	Disposal for commercial development	2026/2027
Fairhill Plot 2, Cut Throat Lane, Bedford	Disposal for commercial development	2026/2027
Fairhill Plot 4, Cut Throat Lane, Bedford	Disposal for commercial development	2026/2027
Fairhill Hotel, Junction of Great Ouse Way/Paula Ratcliffe Way	Disposal for hotel/commercial development	2026/2027
Black Cat, Great North Road, Roxton	Disposal of land for development of roadside service area	2026/2027
Lodge Hill, Clapham Road, Bedford	Disposal of land for residential development	2026/2027
Former Jubilee School, Moulton Avenue, Bedford	Disposal of land for residential development	2026/2027
Jackman's Farm Plot 1, Ashmead Road, Bedford	Disposal of land for residential development	2026/2027
Jackman's Farm Plot 2, Ashmead Road, Bedford	Disposal of land for residential development	2026/2027
Coalville Farm (Millfield End), Bedford Road, Great Barford	Disposal of land for residential development	2026/2027
Oak Tree Cottage, Cleat Hill, Bedford	Disposal of house and adjoining land for residential development	2026/2027
Bedford River Valley Park, Bedford Road, Cople	Sale of land for residential enabling development in collaboration with adjoining landowners	2026/2027
Berry Farm, Cranfield Road, Wootton	Sale of land for residential development	2028/2029