

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 Head of Members' 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 days have passed and the Head of Members' Services has confirmed the decision has not been called in.

1. Description of decision

- a) To support the progress made against the Corporate Asset Action Plan (reproduced at Appendix A) for the period April 2015 to March 2016; and
- b) To acknowledge the specific achievements identified in the report that contribute towards improving the Council's asset management performance.

2. Date of decision

3 June 2016.

3. Reasons for decision

To ensure that efficient and effective arrangements exist for the management of the Council's property assets and to ensure that the implementation of the approved Corporate Asset Plan and supporting Action Plan is being monitored on a regular basis.

4. Alternatives considered and rejected

None.

5. How decision is to be funded

Not applicable.

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).

The Mayor has been consulted on this decision

2/17

Signed Dave Hodgson Date 3/6/16 Name of Decision Taker MAYOR DAVE HODGSON

This is a public document. A copy of it must be given to the Head of Members' Services as soon as it is completed.

Date decision published: 6/6/16

Date decision can be implemented if not called in: 15/6/16

(Decision to be made exempt from call in.....~~YES~~ or NO.....)

Bedford Borough Council – Report to the Finance Portfolio Holder

June 2016

Report by the Head of Property Services

Subject: CORPORATE ASSET PLAN – UPDATE

1. Executive Summary

To consider progress against the approved Corporate Asset Plan for the period April 2015 to March 2016.

2. Recommendations

The Mayor as Portfolio Holder for Assets is invited to:

- (a) Consider and support the progress made against the Corporate Asset Action Plan (reproduced at Appendix A) for the period April 2015 to March 2016; and**
- (b) Acknowledge the specific achievements identified in the report that contribute towards improving the Council's asset management performance.**

3. Reason for Recommendations

To ensure that efficient and effective arrangements exist for the management of the Council's property assets and to ensure that the implementation of the approved Corporate Asset Plan and supporting Action Plan is being monitored on a regular basis.

4. Key Issues

4.1 Legal Issues

There are no specific legal issues in the report but the Corporate Asset Plan recognises the requirement upon the Council to comply with its statutory obligations as an owner of property.

4.2 Policy Issues

The 2012/2016 Corporate Asset Plan was approved in April 2012 (Executive Decision 1011) and details the current policies and processes for the management of the Council's property portfolio, including a supporting Action Plan enabling an on-going review of property assets.

A new Corporate Asset Plan and Action Plan will be prepared for the period 2017 – 2022 reflecting changed priorities and resources, however a considerable number of policies, corporate and service aims, and action points are on-going and will be reflected in the new plan.

A fundamental review of the Council's property portfolio was undertaken during 2011 and the outcome was reported to the Executive at its meeting on 7 December 2011, culminating in the adoption of a long term Property Development Plan. The Plan seeks to ensure that each property retained had a corporate purpose and remains suitable for that purpose in terms of location, facilities available and condition.

The Corporate Asset Plan is one of the key resource Management Strategies of the Council. Following guidelines issued by the Department for Communities and Local Government (DCLG), Councils are expected to review, on an on-going basis, the retention and management of their property assets and to seek continuous improvement.

The Corporate Asset Plan and supporting Action Plan is, therefore, reviewed by the Executive in order to monitor the progress made in respect of the management of land and property assets and this report seeks to provide this review. The Corporate Asset Plan sets out the Council's policies in respect of the management of its operational and non-operational property, including an overarching property strategy.

An effective approach to Corporate Asset Management is an integral part of the process of managing the estate as a key corporate asset. Sound and effective asset management will, as a consequence, contribute positively to service delivery and, in this context, the Council has adopted the following policies for the management of its estate and for seeking to ensure that Value for Money is achieved from the portfolio:

- (i) To hold such land and property as is appropriate to ensure that the Council's statutory and key priority services can be delivered effectively in a manner that is sustainable;*
- (ii) To support economic development objectives by maintaining and creating employment opportunities and offering a quality service to business through the provision of a significant commercial estate;*
- (iii) To sustain and fund a planned maintenance programme of all Council property to ensure that it remains fit for purpose and meets statutory requirements;*
- (iv) To continuously review the optimisation of Council property and to identify opportunities for better utilisation and/or potential disposal of surplus assets;*
- (v) To continuously review current and future needs and to identify new property investment needs for capital investment bids (in line with the Capital Investment Strategy);*
- (vi) To maximise the annual net income to the Council from its commercial property;*
- (vii) To identify and plan for the Council's future property services requirements and to make best use of the resources and opportunities available to meet future needs;*
- (viii) To develop sound and effective corporate asset management planning;*
- (ix) To identify surplus land assets available for development so that disposal proceeds (capital receipts) can provide the significant direct funding for the Council's capital investment programme.*

4.3 Resource Implications

The Corporate Asset Plan outlines the framework for establishing the funding requirements for the provision of premises to deliver services to the public and the means of ensuring that the Council continues to receive revenue income and capital receipts from the corporate estate. The Plan appropriately links to other approved corporate policies which together provide the context for the financial management of the Council's property assets. This includes the Medium Term Financial Strategy, the Capital Investment Strategy and the Value for Money Strategy.

More specifically:

- (i) The Corporate Asset Plan provides the framework for assessing resource needs and proposed allocation to cover:
 - Planned maintenance of all Council buildings;
 - Contingency maintenance limits;
 - The energy efficiency interface;
 - Major refurbishment or improvement necessary to meet health and safety, legal or priority service requirements as capital programme bids (in accordance with the Capital Investment Strategy);
 - Other management of building's needs (e.g. health and safety checks relating to building structures rather than health and safety issues arising from the use of a building);
 - The identification of new building requirements to meet statutory or service priority needs (in accordance with the Capital Investment Strategy).
- (ii) The Plan provides the framework for managing the Council's commercial property portfolio which provides much needed annual net revenue income to the Council.
- (iii) The Plan provides for a continuous review of land and property needs so as to identify surplus assets for disposal. Capital receipts from the sale of assets are a major source of capital funding for the Council to meet its capital investment priorities.

Property is, therefore, regarded as a key corporate resource and the Mayor as Portfolio Holder for Assets has portfolio responsibility for asset management.

4.4 Risk Implications

By adopting a strategy for the effective management of its property the Council is in a position to ensure that:

- (i) The provision of property for service delivery is sufficient for the approved service level and that properties are fit for purpose;
- (ii) The Council continues to receive the required level of revenue income to support the revenue budget;
- (iii) Properties are identified for disposal to provide an on-going flow of capital receipts to support the approved capital programme.
- (iv) It is relevant that the identified risk is addressed in a variety of ways for the Council's property assets, including:
 - (a) A programme of planned maintenance inspections is undertaken annually and these identify current and future repairs. The outcome informs the annual planned maintenance programme;
 - (b) Capital programme bids are submitted if required for a range of works to property to cover health and safety, on-going maintenance and service enhancement;
 - (c) Workplace inspections are carried out twice yearly on all operational property;
 - (d) Biennial assessments of legionella system risks in all of the Council's operational property are commissioned and regular monitoring of systems is undertaken by Building Managers;
 - (e) Annual inspections of identified asbestos in the Council's premises are undertaken.

4.5 Environmental Implications

There are no identifiable environmental implications.

4.6 Equality Analysis

In preparing this report, due consideration has been given to the Borough Council's statutory Equality Duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relations, as set out in Section 149(1) of the Equality Act 2010.

A relevance test for equality has been completed. The equality test determined that the activity has no relevance to Bedford Borough Council's statutory equality duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relation. An equality analysis is not needed.

5. Details

Corporate Asset Plan – April 2012 to April 2016

- 5.1 Executive Decision 1011, dated 29 March 2012, approved the new Corporate Asset Plan detailing current policies and processes for the management of the Council's property assets, including the need to seek value for money.
- 5.2 The preparation of the Corporate Asset Plan took into account the guidance provided jointly by the DCLG and the Royal Institution of Chartered Surveyors to ensure that the Council has in place arrangements to deliver value for money and the effective management of its property assets.
- 5.3 The Corporate Asset Plan details the Council's diverse property ownership. The vast majority of the assets (measured by both area and value) are operational buildings, e.g. schools, highway land, children's homes, elderly person's homes, country parks, offices and other land assets.

Corporate Asset Plan Action Plan – Update: April 2015 to March 2016

- 5.4 There is a need to review, on an on-going basis, the retention and management of Council property assets and to seek continuous improvement and value for money.
- 5.5 The Corporate Asset Plan, therefore, includes an Action Plan and this report, therefore, seeks to provide an update on the progress made since the Corporate Asset Plan was adopted. The progress made to March 2016 is reported at **Appendix A**. The proposed target dates are subject to continuous review and dates revised to reflect anticipated completion timescales.
- 5.6 It is evident that good progress has been and continues to be made and some of the key achievements and progress is listed below:

Acquisitions and Disposals

- (i) The acquisition of land at the rear of Cople and Kymbrook Lower Schools to permit extensions of the schools and to provide an onsite playing field;
- (ii) The acquisition of the car park at Prebend Street Bedford;
- (iii) The acquisition of 14 – 28 Allhallows, Bedford, adjoining the Bedford Bus Station;
- (iv) The acquisition of new sites for the construction of new Schools known as Shortstown Primary School; Great Denham Primary School; Kempston Rural School; and Wootton Lower School;
- (v) The acquisition of 13 St Paul's square, The former 'Saracen's Head' public house, and its subsequent conversion to a 'Front of House' for the adjacent Corn Exchange;
- (vi) All land required for the construction of the A6 - A428 Northern Link Road has been secured. Works commenced in October 2014. Opening took place in 25 April 2016.
- (vii) The disposal of the former Shortstown Lower School site;
- (viii) The disposal of St. Martin's Church Hall, Clapham Road, Bedford;
- (ix) The provision of a new car park for Cauldwell Lower School in anticipation of a new access into the school site, via a s106 Agreement, from an adjoining development;
- (x) Contracts have been exchanged for the freehold sale of residential land at Wootton, with a potential considerable capital receipt payable to the Council over a period of years;
- (xi) Contracts have been exchanged for the freehold sale of industrial land at Bell Farm, Kempston, with a potential significant capital receipt receivable by the Council;
- (xii) Agreement has been reached for the disposal of 2a Castle Lane, Bedford;
- (xiii) The disposal of land at Little Park Farm, Clapham;
- (xiv) The disposal of phase 2 land at The former Elstow Lower School;

- (xv) The Borough has a shared interest with the Diocese of St. Albans in the former Kempston Rural Lower School building. The building was vacated in August 2014 and the Borough are working with the Diocese to agree a joint disposal;
- (xvi) The grant of an extension of a long leasehold interest in the Retirement Education Centre in Bedford for a significant premium, thereby enabling the facility to continue;
- (xvii) The disposal of land at Lodge Hill for a new Racquets Centre;
- (xviii) The disposal of a development site at Poplar Tree Road;
- (xix) Contracts have been exchanged for the freehold sale of the school buildings and adjoining land at the former Putnoe Lower School for development of a retirement living centre.

Estate Management

- (i) The former Town Hall and Riverside House have been demolished, resulting in a reduction in property holding costs (including void property rates). The majority of staff formerly in these buildings have been relocated to Borough Hall;
- (ii) The site of the Town Hall and Riverside House has been cleared, and the car park closed. The construction of Bedford Riverside Development is underway and is scheduled for completion in the spring of 2017;
- (iii) Enterprise House, a former commercial property, owned by The Borough has been vacated by former tenants and refurbished to form a new operational base for the Youth Offending Team, including a drop in facility for the service users. Staff, formerly located in 4 Franklin Court, Priory Business Park, have been relocated into the building. This has enabled the vacation of 4 Franklin Court with a rent and void rates saving of approximately £115,000 per annum plus other management costs;
- (iv) Offices known as Units J & L Stephenson Court, Priory Business Park (formerly leased by the Council) have been surrendered back to the landlord. This has resulted in a saving in rent and void rates of approximately £192,500 per annum plus other management costs;
- (v) Offices known as Rogers Court, Cauldwell Street (formerly leased by the Council), have has been vacated, and the lease terminated with effect from June 2014. This has resulted in a combined rent and rates saving of approximately £94,350 per annum;

- (vi) Offices within Charter House, Bromham Road, have been vacated, following lease expiry in September 2014. This has, resulted in a combined rent and rates saving of approximately £37,300 per annum;
- (vii) The 2015 property asset re-valuation exercise has been completed, enabling accounts to be prepared in compliance with International Financial Reporting Standards (IFRS) accounting rules;
- (viii) Rental income from the Council's commercial and rural estate has been maintained at targeted levels. The actual income figure for 2015/2016 was approx. £3,374,473 per annum, net of car park, rural, and variable royalty income. The management of the rural estate was out-sourced in 2012;
- (ix) Terms for fourteen new leases on children's centres have been agreed. These will permit improved service delivery, following the successful re-tender exercise;
- (x) The Council has received 382 claims for disturbance compensation under Part 1 of the 1973 Land Compensation Act (Diminution in value caused by use of public works) as a result of the completed section of the A428 Bedford Western Bypass. As at November 2014, the Council had agreed 109 claims. Under the funding agreement for the scheme, entered into by the former County Council, the residential developer of the adjoining land is funding the compensation claims;
- (xi) The consolidation of staff in fewer office locations, as described above, has resulted in an on-going annual saving of approx. £1.4 million in rent and running costs;
- (xii) As part of the highways and depots rationalisation project, a portion of London Road Highways depot has been let at market rent to a third party contractor who will undertake the highways contract for Central Bedfordshire Council.
- (xiii) Terms have been agreed for a letting of a portion of the ground floor of Borough Hall to Bedfordshire Police. This will result in a significant reduction in the net running costs of Borough hall for The Council. It will also provide the Police with secure, flexible and cost effective accommodation in central Bedford.
- (xiv) The letting of the ground floor of the former Tourist Information Centre in St Paul's Square to BPHA for use as a customer service centre.
- (xv) The office premises known as 24-26 Cauldwell Street will be vacated by Borough staff during the summer of 2016. The listed building is under consideration for conversion into a business incubation unit, subject to a satisfactory business case.

- (xvi) The Borough Registrar's Office has been re-located from leased premises at Brickhill Road, operated by Central Bedfordshire, to Borough owned premises within The Old Town Hall. The Borough's contribution to the costs of the lease at Brickhill Road will cease in June 2016.

Health and Safety

- a. Disabled Discrimination Act (DDA) audits on all publicly accessed former County Council properties have been completed;
- b. Display Energy Certificates on all Council operational buildings have been updated to conform with legislative requirements;
- c. All programmed condition surveys due up to March 2016 have been completed, leading to accurate future maintenance budgeting

Development

- a. The Development Agreement for the Riverside North development has been completed, and planning permission has been obtained. Construction is underway and is on course for completion by the spring of 2017. This significant town centre site will be transformed into a major leisure destination. It will comprise a multi-screen cinema, a hotel, small public car park, footbridge, retail and restaurants units and 66 residential units; The Council will ultimately receive a rental income of approx. £180,000 P.A when the scheme is complete and all units let, and will benefit from additional non-domestic rate income, Council tax and car parking revenue;
- b. A new specialist 18 bedroom home for Adults with learning and physical difficulties has been constructed at Brookfield Road, Bedford, following the receipt of a National Health Service (NHS) grant of approximately £2.2 million. The new facility has successfully re-housed people with complex needs from poorly appointed and out of date NHS homes;
- c. The initial refurbishment of Borough Hall was completed in April 2015. This has resulted in a modern re-fit of all floors in order to increase the capacity of the building. This has permitted the relocation of staff from the former Town Hall, Riverside House, Rogers Court and offices at Priory Business Park. Further phases of office alteration are now programmed in order to better match the needs of each service area and to generate efficiencies in line with the 'Agile Working Initiative'. The freeing up of space, permitting the prospective letting of the ground floor to Bedfordshire Police, is a direct result of these efficiencies.

- d. Refurbishment of The Higgins Bedford, Art Gallery and Museum is complete. The attraction re-opened on mid-summer's day 2013 after completion of works to the exhibit displays cases;
- e. The Customer Service Centre facility opened in summer 2012. This facility has been created within the former Civic Theatre and Old Town Hall buildings. The Council's Contact Centre relocated into the first floor offices above the Customer Service Centre reception in January 2014, vacating office space within Borough Hall;
- f. The following new schools have been constructed since 2009: Bedford Academy; Lakeview Primary School; Great Denham Primary School; Shortstown Primary School; Kempston Rural Primary School; and Wootton Primary School (new campus).
- g. The following schools have benefitted from the replacement of temporary classrooms with new permanent classrooms since 2009: Newnham Middle School; Cotton End Primary School; Brickhill Road Primary School; Bromham Primary School; Cople Primary School; Harrold Primary School; Hazeldene Primary School; Springfield Primary School; Wootton Primary School (original campus); Oakley Primary School; and Willington Primary School;
- h. The following schools have had major extensions or new blocks built since 2009 : Biddenham Upper School; Scott Primary School; Castle Primary School; Goldington Green Primary Academy; Shackleton Primary School; Mark Rutherford Secondary School Academy; Livingstone Primary School ; Ridgeway Special School; and Cauldwell Primary School;
- i. The re-development of Bedford Bus Station, in partnership with the operators, was completed in March 2015. A new surface car park on Greyfriars and the refurbished public conveniences are complete. The refurbishment of the Allhallows multi-storey car park is complete. Replacement fronts to the shops in Greenhill Street are complete. External refurbishments of 14-28 Allhallows and work to create a bus hub located at the front of the bus station are complete. Works to the canopy above the shops at 14 – 18 Allhallows will be undertaken during summer 2016;
- j. The re-development of Church Lane Shopping Centre is continuing. A new Doctors Surgery has been constructed. The Aldi Supermarket is trading well and a further supermarket has been developed and is open. The development proceeds will fund the refurbishment of the existing community centre.

Miscellaneous

- (i) The Council continues to lead the 'Pan Bedfordshire Property Forum'. This project aims to identify asset management opportunities across the public sector within the former County. A key outcome of this work is the identification of a number of drop-in hot desk office locations in support of flexible and mobile working, that all partners will be able to access. The first drop-in locations have opened. A further key outcome was the establishment of a multi-agency support hub (MASH) which was initially at 23 Allhallows, but has subsequently relocated into Borough Hall. This has enabled secure cross agency sharing of sensitive information. The proposed letting of The Ground Floor of Borough Hall to Bedfordshire police, and the letting of the former Tourist Information office to BPHA are the direct result of this forum's activities, including the establishment of a 'Fair Charging Policy' across public sector partners.
 - (ii) The Council, in partnership with Central Bedfordshire Council, has been successful in securing funding from the Cabinet Office 'One Public Estate Programme'. This is a major Government initiative to identify and release public assets to reduce property running costs, raise capital receipts and enable reinvestment in more efficient, integrated service delivery. The Transforming Bedfordshire Partnership Board has been formed to oversee the delivery of a number of projects. In Central Bedfordshire the focus is on health and social care integration. In Bedford the projects are focussed on physical and economic regeneration. One important output from these projects will be the development of former public assets for housing. Bedford Borough and Central Bedfordshire Council were jointly awarded £500,000 to progress specific projects through the partnership.
 - (iii) In response to the Community Right to Bid (Assets of Community Value), part of The Localism Act 2011, the Council has asked Community Groups, Parish Councils and other qualifying groups to nominate potential assets for consideration. These are assessed by the Council, which maintains two lists:
 - (1) A list of Assets of Community Value;
 - (2) A list of unsuccessful applications.
- The Council had received 21 nominations as at March 2016. The Council listed 7 assets as a Community Asset, and 2 assets were listed as unsuccessful. The Council is awaiting further information on the other nominations;
- (iv) The Council has taken on full responsibility for the management of 5 Elderly Person Homes and 1 Adult Care Home following the decision by the former provider, BUPA, to terminate its contract with the Council with effect from 31 March 2014. An options review has subsequently been prepared that has recommended upgrading the internal fittings and décor

of all homes. This work is programmed for summer 2016.

- (i) The Council outsourced the management of its leisure operations to a specialist operator, Fusion Lifestyle, from April 2014. This has resulted in annual operational savings of approx. £1M, and has secured much needed capital investment in facilities funded by the operator. The following works have already been completed: The construction of an indoor cycle studio, and a new group exercise studio at Kempston Pool; A re-fit of the driving range at Mowsbury Golf and Squash Centre; A re-modelling of the entrance to Oasis Beach Pool; and the construction of a DDA compliant ramp at the Kempston Outdoor Centre to facilitate access to the river. The following works are currently ongoing: Extension to Robinson Pool to create new gym facilities, remodelling of the changing village and reception area; construction of a covered walkway at Mowsbury Golf and Squash Club to create a direct access to the driving range area from the front of the building; and various improvement works at the Bunyan Centre to include creation of a soft play area, café, fitness suite and improvement to changing facilities. All works are anticipated to be complete by September 2016. Operating leases have been granted for each site whereby the Council has retained certain maintenance responsibilities;
- (ii) The Council has been in discussion with the governing bodies and legal advisors of those schools that have transferred to Trust Status. The disbanding of a number of the Trusts within the Borough has resulted in some governing bodies being unsure of their legal standing. They are now Foundation Schools without a Trust. It has been agreed that the Council will continue to hold the deeds for a number of schools, although the schools are now vested in the governing bodies;
- (iii) The appropriate leases have been completed for all schools that have transferred to Academy Status;
- (iv) The Council has procured condition surveys for all of its premises since April 2009. A detailed programme for undertaking condition surveys of all Council operational properties has been completed;
- (v) The Carbon Management Plan, comprising a detailed programme of works, has been developed. The works are being undertaken in two phases. Phase 1 works are substantially complete. Phase 2 projects are being reviewed prior to delivery.
- (vi) The Council has entered into agreements for the construction and use of three new sites for five advertising hoardings, increasing revenue to the Council;
- (vii) The Council is required to safely extract landfill gas (primarily methane) and waste water (called leachate) generated as a result of anaerobic decomposition of waste deposited at its Elstow closed landfill site. In 2014 The Council commissioned a leachate treatment plant on site. This has resulted in significant annual savings in daily transports of leachate to off-site

treatment plants. Also in 2014, The Council successfully renegotiated a lease with a specialist operator to generate renewable electricity from the landfill gas extracted from the site through a power generation plant on site. This has resulted in income to the Council based upon the annual amount of electricity transferred to the National Grid;

- (viii) The Amey Highway and Fleet contract ended in March 2016. The Borough will undertake the majority of the service in-house in future. Initial delivery will involve the use of three of its depots – London Road, Brunel, Road, and Barker's Lane. The future investment needs of the service are being evaluated, although the decision to commission a new salt barn at London Road Depot has been made. This will enable the disposal of a storage facility at Twinwoods. .
- (ix) The Council has developed 20 additional permanent pitches for Travellers at both its Meadow Lane and Kempston Hardwick sites since 2012. There are now 22 pitches at Meadow Lane and 14 pitches at Kempston Hardwick.

5.7 In addition to the above, substantial progress has been made in respect of a number of longer term projects and these are identified in **Appendix A**.

5.8 A Property Development Plan was approved by the Executive at its meeting on 7 December 2011 following a comprehensive review of the entire Property Portfolio during 2011/2012. The Plan provides the basis for ensuring that retained property has a corporate purpose and remains suitable for that purpose in terms of location, facilities available and condition. The Plan also identifies inefficient, poorly performing, underutilised and surplus property and has influenced the proposed forward Action Plan. The Property Redevelopment Plan has been appropriately referenced to the items in the Action Plan.

Corporate Asset Plan 2017 -2022

A new Corporate Asset Plan is scheduled to be prepared for March 2017. Preliminary meetings are now taking place. The Corporate Asset Plan 2012 – 2016 reflected the modernisation agenda and policies that had evolved following the abolition of the former County Council and merger with the Borough. Property policies responded to service departments' property needs. Significant cost savings emanated from service reviews resulting in reduced property needs.

During the life of the above plan asset management strategies have been developed to enable property management to become a more effective enabler of change, rather than a responsive activity. In addition to required continuities and statutory requirements, The Corporate Asset Plan 2017 – 2022 will encapsulate strategies to drive revenue generation, identify fresh efficiencies, and raise capital receipts as required by The Corporate Plan 2016. Examples of new and evolving themes that are expected to feature include:

- The production of an individual property based cost in use model, enabling effective benchmarking;
- The implementation of a tailored property investment strategy that will enable The Borough to raise specific funds for property investment that will result in appropriate returns from:
 - i. Developing its existing estate;
 - ii. Undertaking strategic acquisitions.
- The feasibility of a subsidiary housing company that would increase delivery of housing in the Borough and raise capital and revenue.
- Continuing work within the Pan – Bedfordshire Property Forum and identification of joint public sector cost saving opportunities and efficiencies.
- Leadership of the Bedford and Central Bedfordshire One Public Estate Programme.
- A renewed focus on identifying areas of under-utilised open land in conjunction with The Borough's Planning Department.
- Bringing forward new and previously identified major development sites in order to further Borough strategic Planning initiatives and to raise significant capital receipts.
- Investing in Borough owned properties on major strategic development sites in order to meet strategic planning initiatives and to raise income.
- Continuing work on the Schools Capital Investment Plan, including: the Three to Two Tier Project; Delivery of New Schools; and the Temporary Classroom Re-Placement Programme.

6. Summary of Consultations and Outcome

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

Management Group
Corporate Asset Management Working Group
Relevant Service Managers

No adverse comments have been received.

Report Contact Officer: Adrian Piper, Head of Property Services e-mail adrian.piper@bedford.gov.uk

File Reference: L.2(b)

Previous Relevant Minutes: Executive Decision 1250 – 29 May 2015
Executive Decision 1183 – 28 March 2014
Executive Decision 1103 – 22 March 2013
Executive Decision 1011 – 29 March 2012
Minute 67: Executive – 7 December 2011

Background Papers: None

Appendices: A – Corporate Asset Plan: 2012/2016 Action Plan Update

APPENDIX A

Green	Completed (C)
Orange	Progressing (P)
Red	Action To Commence (AC)
White	Continuing Requirement (CR)

DRAFT ASSET MANAGEMENT ACTION PLAN: 2012 – 2016

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
1. Corporate Property Management (including Health and Safety)					
1.1	Undertake annual asset re-valuation exercises, including advice on accounting property standards (Legislative Requirement).	Annual Requirement	Property Services – Existing Resources	Head of Property Services and Assistant Director (Highways)	Re-valuation exercise complete for 2015/2016.
1.2	Update annual verification of Display Energy Certificates (DEC's) in line with changing legislative requirements.	Annual Requirement	Environmental Services – Existing Resources	Assistant Director (Environment, and Regulatory Services)	Completed The cost of the DEC's will be recharged internally as in previous periods.
1.3	Undertake three yearly rolling programme of condition surveys on operational properties for future maintenance planning.	Annual Requirement	Property Services – Existing Resources	Head of Property Services	Progressing to programme. Schools condition surveys completed in 2015/2016.
1.4	Disability Discrimination Act (DDA) – Ensure the Council's premises remain compliant with all current DDA requirements.	Annual Report	Funded within main projects	Disability, Equality and Access Officer	All publicly accessed areas were re-assessed during the financial year 2012/2013.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
1.5	Undertake all legislative and preventative maintenance requirements to operational buildings.	Continuing Requirement	Property Services and Building Managers – Existing Resources	Head of Property Services	Completed for 2015/16
2. Property Review/Performance					
2.1	Continue regular joint Property/Service Area meetings to monitor changing service property requirements.	Continuing Requirement	Existing Resources	Head of Property Services and Service Heads as appropriate	Completed for 2015/16
2.2	Establish joint Property/Service Area working parties for specific high value projects.	Continuing Requirement	Existing Resources	Head of Property Services and Service Heads as appropriate	Working parties established for: <ul style="list-style-type: none"> • Leisure Properties review (complete); • Adult Care Homes review (Completed); • Orchard House development (Complete); • Review of Depot provision.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
2.3	Lead on Pan-Bedfordshire property study to identify cross boundary property synergies leading to potential collaboration and property savings/receipts.	Continuing Requirement	Existing Resources	Chief Executive	Completed for 2015/16. On-going for new CAP and Action Plan . Specific collaboration being examined for: <ul style="list-style-type: none">• Multi – depot use.• Office sharing and drop-in locations.• Land for Social Housing on NHS property.• Shared storage solutions.• Disaster Recovery and emergency assistance.• Community Safety Partnership Scheme. Works in progress include: <ul style="list-style-type: none">• Multi-agency Support Hub now re-located to Borough Hall
2.4	Consider alternative property revenue/capital streams from non-standard property assets (e.g. airspace, advertising hoardings, landscaping areas).	December 2013	Communications and Property Services – Existing Resources	Head of Property Services	Completed. Three leases for new advertising hoardings completed in 2013/2014.
2.5	Review all property related Capital Programme submissions prior to consideration by Capital Programme Working Group.	Continuing Requirement	Property Services – Existing Resources	Head of Property Services	Completed for 2015/2016.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
2.6	Review policies and procedures in light of the Localism Act.	Continuing Requirement	Property Services – Existing Resources	Head of Property Services	<p>Revised Community Asset Transfer policy approved.</p> <p>Community Right to Bid policy approved. This sets out the circumstances and conditions by which the Council will consider the listing of community assets and consider proposals from community organisations for these assets. Full details including successful and unsuccessful bids can be found at http://www.bedford.gov.uk/business/land_and_premises/community_right_to_bid.aspx</p> <p>Nominations for the listing of community assets are being received and a number have been determined.</p> <p>Both policies subject to further review to ensure that they dovetail and that information given to the public gives clarity on the scope of each policy.</p>
2.7	Develop a 10 year Strategic Review and Management Plan for the agricultural estate.	July 2014	Property Services – Existing Resources	Head of Property Services	<p>Completed.</p> <p>. Action Plan being implemented.</p>
2.8	Maintain the efficient working practice of greater than 70:30 planned: responsive work spend.	Continuing Requirement	Property Services – Existing Resources	Head of Property Services	<p>Target achieved for 2015/2016. On target for 2016/2017.</p>

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
2.9	Undertake comprehensive review of the commercial estate.	December 2015	Securing and maximising revenue returns	Head of Property Services	Completed
3. Property Rental/Acquisitions/Disposals					
3.1	To maintain, at least, in real terms an annual net income to the Council of £3,422,000 (April 2012).	Annual Requirement	Property Services – Existing Resources	Head of Property Services	Target achieved for 2015/16
3.2	Property Acquisitions – Review.	Continuing Requirement	Capital Funding/ External Grant	Head of Property Services	Acquisition of properties in Keysoe completed. Progressing acquisition for I Cople Primary School.
3.3	Property Assets – Preparation of programme of property disposals.	Annual Requirement	Property Services – Existing Resources	Head of Property Services	Completed for 2015/2016.
3.4	Implement programme of property disposals and maintain 3 year capital receipt projections in an up to date manner.	Continuing Requirement to report Quarterly to the Corporate Asset Management Working Group	Property Services – Existing Resources	Head of Property Services	Completed for 2015/2016.
3.5	Review all unplanned disposals prior to reporting to Portfolio Holder.	Continuing Requirement	Potential Capital Receipts	Head of Property Services	Disposals 2015/16 completed at : <ul style="list-style-type: none"> • 3 sites at Upper Dean, • Rothesay Gardens • Poplar Tree Road • Lodge Hill
4. Corporate Accommodation					

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
4.1	Initial Refurbishment of Borough Hall.	December 2012	Annual savings on leased in accommodation	Head of Property Services	Completed.
4.2	Vacate and demolish Town Hall.	June 2014	All staff to be relocated to Borough Hall or other location with reduction in operating costs	Head of Property Services	Completed
4.3	Vacate all leasehold office accommodation and reduce rent/rates payments.	December 2014	In House. Reduction in rent, rates and operating costs.	Head of Property Services	Completed.
4.4	Continue to develop efficiency solutions for space usage including a review of the scope for 'mobile working', improved meeting/training room management, and the determination of storage solutions.	Continuing Requirement	In House. Efficiency savings expected in medium term	Head of Property Services	Property Targets achieved. Work continuing on Agile Working. Programme now focusing on IT and HR.
5. Chief Executive's Directorate					
5.1	Let community centres to on-site management teams.	May 2016	In House	Head of Democratic and Registration Services	Brickhill Community Centre transferred under Borough's Asset Transfer Policy in 2012. Wixams Community Centre transferred to the community in February 2013. Fresh review of Community Centres being undertaken.
5.2	Redevelopment of Bus Station Area	April 2015	In House	Chief Executive	Completed

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
5.3	Redevelopment of Church Lane Neighbourhood Centre (Phase 2).	December 2016	In House	Head of Economic Development & Growth	The developer has now constructed the Medical Centre on the site. An additional supermarket has been constructed and let and is now trading. The Community Centre will be refurbished with proceeds from the development during 2016/17.

6. Adults & Community Services

6.1	Enter into development agreement with Housing Association to facilitate construction of 18 specialist housing units on Borough owned land at Brookfield Road, Bedford.	March 2015	NHS campus closure grant (approximately £2.2 million) Market rent (£58,000 P.A) to be received for land	Assistant Director Commissioning and Business Services	Completed
6.2	Complete an overarching review of Elderly Person Homes, post BUPA contract.	Under Review	Capital bids may be required depending on the preferred solution	Assistant Director Commissioning and Business Services	Completed.
6.3	Complete the review of specialist day centres and homes used to support young adults with learning and physical disabilities.	April 2013	Adult Services – Existing resource	Assistant Director Commissioning and Business Services	Complete.
6.4	Convert 21-23 Gadsby Street to provide a Hub for adults with physical and learning disabilities.	December 2012	Design and works within existing structure.	Assistant Director Commissioning and Business Services	Completed.
6.5	Surrender the lease for Huddleston Way Day Centre following the move to the new Hub at Gadsby Street.	December 2012	Property Services – Existing resource savings made possible by creation of Hub	Head of Property Services	Completed.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
6.6	Complete refurbishment of The Higgins Museum and Art Gallery.	April 2013	Lottery funding and capital programme	Assistant Director (Environment, and Regulatory Services)	Completed.
6.7	Improve the Corn Exchange complex by creating new 'front of house' at 13 St Paul's Square (Former Saracen's Head Public House).	March 2013	Capital Programme	Assistant Director (Environment, and Regulatory Services)	Completed.
6.8	Enhance the Bromham Mill site in collaboration with Bromham Parish Council.	April 2014	Substantially site funded	Assistant Director (Environment, and Regulatory Services)	Completed
6.9	Review service delivery options, giving regard to investment/ maintenance requirements.	February 2014	In House	Assistant Director (Environment, and Regulatory Services)	Completed.
7. Children's Services, Schools & Families					
7.1	School investment programme – to reflect changing demand for places, alternative provision (e.g. Academies), funding profile and capital investment priorities.	March 2014	Capital programme funded, external grant funded and/or S106 contributions.	Assistant Director, (Early Help and Schools Chief Education Officer)	Completed. School Capital Investment Plan 2013/2014 – 2016/2017 approved by the Executive on 12 February 2014.
7.2	Children's Residential Care Homes – Review to optimise service delivery.	June 2013	In House	Assistant Director (Chief Social Worker)	Completed.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
7.3	Children Centres and Pre-School Nurseries – Complete leases with all third party organisations providing childcare on Borough premises.	December 2016	Property Services – Existing Resources	Head of Property Services	<p>Children's Centres – Tenancies at will are in place for the occupation of all of the Children's Centres. Lease terms have been agreed and the last three sites are will legal for completion.</p> <p>A re-tendering exercise for Children's Centres is now complete. New leases will need preparing for new provider.</p> <p>Pre-school nurseries – These legal agreements are being progressed.</p>
7.4	Transfer property in accordance with statutory guidance to appropriate bodies if and when school governors elect to establish trust or academies.	Continuing Requirement	Property & Legal Services – Existing Resources	Head of Property Services	<p>All academy transfers have a prescribed time frame and all have been completed in accordance with the legal requirements.</p> <p>Any schools adopting academy status will prompt fresh property transfers.</p>
8. Environment and Sustainable Communities					

Action Point	Proposed End Date	Resource Implications	Lead Officer	Progress
8.1	Borough depot facilities – Review in conjunction with review of the Highways contract. Identify suitable salt store and bus park within Bedford area.	December 2016	In House	<p>The Highways contract is now substantially managed in house from Brunel Road Depot and from part of London Road Depot.</p> <p>Facilities at Barker's lane depot are also in use.</p> <p>A new salt barn will be commissioned at London Road during 2016 permitting disposal of leasehold property at Twinwoods.</p> <p>A lease at market rent has been granted on part of London Road Depot to Ringway Jacobs for fulfilment of the Highways contract for Central Bedfordshire.</p>
8.2	Transfer buses from Twinwoods estate to Barkers Lane Depot and terminate lease at Twinwoods.	June 2012	Subject to detailed business case (compared to vacation/sale of Barkers Lane Depot)	<p>Assistant Director (Highways)</p> <p>Completed.</p>

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
8.3	Provision of additional public sports pitches and facilities.	To accord with Green Space and Sports Pitch Strategies.	S106 dedications or existing Borough sites	Assistant Director (Environment, and Regulatory Services)	<ul style="list-style-type: none">• Pitches and changing facility works completed at 6 park locations. Allen Park and Hillgrounds pavilion works completed.• On-going works progressing at Allen Park (floodlights), Moor Lane (car park / BMX) and various sites (fitness equipment).• Play area refurbishment and replacement programme completed in 2015.• A playing pitch study has been completed which provides an improved evidence base for further phases of the Section 106 programme. Next phase of S106 sports and recreation programme agreed in principle.• Planned works (detail to be confirmed) include tennis courts, pavilion improvements and all weather training facilities.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
8.4	Relocate Parking Shop to Customer Service Centre and to alternative premises at Allhallows.	March 2013	Potential sale of Harpur Street premises	Head of Property Services	<p>Completed. Specifically:</p> <ul style="list-style-type: none">• Parking Shop has now relocated to the Customer Service Centre and staff to Borough Hall.• Multi-agency Service Hub (MASH) has now moved to Borough Hall. <p>26 Harpur Street (former parking shop) is now vacant and has been transferred to the Commercial Estate.</p>
8.5	Adoption of additional country parks as part of major new housing developments.	March 2016	S106 dedications	Assistant Director (Environment, and Regulatory Services)	<p>Woodlands Park (North of Brickhill) to be transferred to the Council during the next 6 months with agreed commuted sums for initial 20 years.</p> <p>Land at Great Denham and West Kempston will transfer under a legal agreement between the developer and the Council that will enable the Council to levy a property charge for the management of public open spaces across the wider development. The legal agreement is ready for signing in Spring 2016 with the first phase of transfers to be completed thereafter.</p> <p>Three Wixams village open space sites remain to be transferred to the Council.</p>

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
8.6	Seal and cap Elstow landfill site.	December 2016	Capital Programme	Assistant Director (Environment, and Regulatory Services)	Works are on-going, with the Environment Agency in relation to the council finding a pragmatic affordable solution that will further reduce the risk of pollution of the site and allow final restoration of the site. Works are on-going, with tenders being evaluated for the various work streams required on site for the restoration process. Leachate treatment plant on site 2014.
8.7	Review of waste disposal options and increased provision for recycling.	March 2017	In House	Assistant Director (Environment, and Regulatory Services)	<ul style="list-style-type: none">The Council's disposal/treatment contracts are coming to an end over the next couple of years, work has started on reviewing all opportunities e.g. going back to the market place (re-tendering) or exercising extension(s) in the current contract(s)s.All major disposal/treatment contracts have been re-tendered in the last two financial years.A fundamental service Review being undertaken on the Elstow Transfer Station Contract.
8.8	Purchase land to facilitate new A421-A6 Northern link road (possibly with compulsory purchase order (CPO) powers).	May 2016	Capital Programme	Assistant Director (Highways)	Complete. Compensation yet to be agreed

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
8.9	Consider town centre parking provision in light of both existing need and proposed developments.	May 2014	In House	Assistant Director (Highways)	<ul style="list-style-type: none">Consented Riverside North proposals include provision of small surface car park.Refurbishment of the Allhallows multi-storey car park has been completed.Provision of new Greyfriars surface car parking has been completed;The new Prebend Street surface car park has opened and is accessible to the town centre.
8.10	Carbon Management Plan – Ensure buildings improve energy efficiency to contribute to the Council's reduction in CO2 emissions.	March 2018	In House and external advisers (partly self- financed and partly financed through the capital programme)	Assistant Director (Environment, and Regulatory Services)	Tranche 1 of a 2 tranche plan is substantially complete. The overall programme has a value of £3.2 million and in the region of 2,000 tonnes of CO2 saving, if all measures are successfully implemented.
8.11	Consider need for capital investment in cemeteries and crematoria facilities.	March 2016	In House	Assistant Director (Environment, and Regulatory Services)	The need for additional capital investment is very unlikely in the time period specified.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
8.12	Highway Investment – Implement work programme and ensure on-going compliance with Central Government's 'Highways Maintenance Efficiency Programme' (HMEP).	Continuing Requirement	Existing Budgets	Assistant Director (Highways)	<p>The capital and revenue programme for scheme implementation has been agreed and is being delivered.</p> <p>A proportion of highway maintenance grant is now subject to competitive bid and allocated on the basis of compliance with best practice – so asset management systems will need to develop accordingly.</p>
9. Chief Executive Directorate					
9.1	Creation of Customer Service Centre for customer enquiries.	July 2012	Capital Programme	Assistant Chief Finance Officer and Head of Revenues and Benefits	Completed.
9.2	Progress the redevelopment of Riverside (North).	March 2017	In House. Rental income of approx. £180,000 P.A will be received when all new units are built and let.	Head of Property Services	Development under construction
9.3	Marston Vale Business Park – Secure Development Partner.	December 2016	Partnership with Developer plus Local Enterprise Partnership Funding	Head of Property Services	Marketing of overall site underway. Hoping to secure development partner during 2016.
10. Supplementary Actions (Additional Actions since 1 April 2012)					
10.1	Acquire and create Prebend Street Car Park.	December 2013	In House	Head of Property Services	Completed.
10.2	Refurbish toilets and a kitchenette at the Kempston Centre.	March 2014	Adults existing resources	Assistant Director Commissioning and Business Services	Completed.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
10.3	Development of employment land at Bedford River Valley Park.	March 2017	In House	Head of Property Services	Discussion on-going with Connolly Foundation (Scheme promoters).
10.4	Develop a fair charging policy with other public sector bodies to enable joint use of local public assets.	December 2015	In House/Pan Bedfordshire Group	Head of Property Services	Completed – Sharing of operating costs established for letting of ground floor, Borough Hall.
10.5	Review significant areas of under –utilised open space and other assets, and establish a maintenance protocol	September 2015	In-house	Head of Property Services /Assistant Director (Environment, and Regulatory Services)	Completed
10.6	Invest to save – Street lighting and water management.	March 2016	In-house and external advisers	Assistant Director (Highways) & Assistant Director (Environment, and Regulatory Services)	<ul style="list-style-type: none"> The Council has become the first local authority to sign the Anglian Water Promise. LED street lighting replacement underway.
10.7	Development of a renewable energy show house on a Council owned site	March 2016	In House and external advisers	Assistant Director (Environment, and Regulatory Services) /Head of Property Services	Not now progressing.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
10.8	Review Options (inc potential disposal) for former Putnoe Lower and Abbey Middle Schools.	September 2016	In House	Head of Property Services	<p>Former Putnoe Lower: Part of site re-allocated to Sunflower House and part to adjoining nursery. Contracts for sale of site of school buildings exchanged with McArthy & Stone for retirement village, subject to Planning.</p> <p>Former Abbey Middle : Liaising with Education Funding Agency. Site submitted, in conjunction with land to North, into Local Plan 'Call for Sites' process. Portion of site earmarked for potential new school.</p>

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
10.9	Implement approved actions within the School Capital Investment Plan approved by the Executive 12 February 2014 and identifying investment totalling £48.394 million.	March 2020	Various, including: <ul style="list-style-type: none">• Capital maintenance Funds• Basic Needs Funds• Section 106 Monies• Funds allocated by Schools Forum• Council Capital and revenue funding• Specific bidding funding• Devolved formula capital grant.	Assistant Director (Early help and Schools Chief Education Officer)	<p>Specific work streams include:</p> <p>Temporary Classroom Replacement Programme :</p> <ul style="list-style-type: none">• Phase 1 to be completed– 13 school sites, 32 classrooms.• Phase 2 integrated into three to two tier project. New Schools:• Completed – Kempston Rural Lower, Wootton Lower (Fields Road South),• In progress –School within the new development North of Bromham Road; New primary and secondary within the Wixams development (due for completion Sept 2017). <p>Completed Extensions:</p> <ul style="list-style-type: none">• Scott Lower; Shackleton Primary; Castle Lower; Lakeview Lower; Great Denham Primary; Goldington Green Academy <p>Three to Two tier Lower to Primary Conversion completed :</p> <ul style="list-style-type: none">• Putnoe Primary; Cauldwell Primary; Elstow primary; Shortstown Primary; Shackleton Primary; Cotton End Primary; Kings Oak Primary

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
10.10	Develop Property Debt Collection Policy as addendum to corporate Fair Debt Collection Policy (Estates team to confirm)	September 2015	In House	Head of Property Services / Assistant Chief Finance Officer and Head of Revenues & Benefits	Completed
10.11	Develop Invest to Save business case(s) for re-investment of capital receipts from disposals to enhance rental income and deliver wider economic benefits.	March 2016	In House/Consultancy resource if required	Head of Property Services/Head of Economic Development & Growth	Completed
10.12	Re-examine the established Estate Strategy for all Borough owned residential units with a view to maximising value in use.	March 2017	In House	Head of Property Services	Policy now being formulated in conjunction with proposals by Planning (Housing Strategy)
10.13	Complete arrangements to manage the 5 Borough owned Elderly Person Care Homes and 1 Adult Home pending determination of preferred delivery option (Premises previously managed by BUPA).	April 2014	In House	Assistant Director (Commissioning and Business Services)	Completed. Borough comprehensive facilities management role extended to these sites.
10.14	Consider options for leasing or acquiring 5 homes for adults with special needs. The homes transferred from The NHS in April 2013.	June 2015	In House	Assistant Director (Commissioning and Business Services) and Head of Property Services.	Sites managed through a co-operation agreement between the NHS and the landlord that has expired. Borough is 'holding over' post expiry' and greater long term security is required, More efficient facilities management regime put in place initially. Management regime transferred back to original landlord with cost controls in place from Adult Services.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
10.15	The consolidation of all property maintenance budgets, historically held by individual service areas, into one corporate budget	April 2015	In House – Projected annual saving of £50,000.	Head of Property Services	Complete.
10.16	Grant new leases on Borough properties to new Mental Health Service Provider, 3 Woburn Road and 29 Barford Avenue	September 2016		Assistant Director (Commissioning and Business Services)) and Head of Property	Borough freehold sites to be leased to new Service Provider to facilitate service delivery. Heads of Terms agreed. Leases expected to be complete prior to September 2016.
10.17	River Assets – carry out a review of assets either on the banks of or within the River Great Ouse. Simon Fisher to update	March 2016	In House	Assistant Director (Environment, and Regulatory Services)	Ongoing discussions with Environment Agency regarding responsibility for Bromham Mill sluices
10.18	Procurement of Service Contracts involving Property elements	June 2016	In house	Head of Procurement and Head of Property	Property Protocol to be established when procuring new contracts. This will detail the examination of property assets included in any proposed contract, Issues addressed will include suitability, risks and annual costs.
10.19	Refurbish toilets at Bedford i-Lab and minor redecoration at Bedford i-Kan	December 2015	In House	Head of Economic Development & Growth	Completed.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
10.20	Replacement of roofs on Semi-Permanent Market Stalls, St Paul's Square	March 2015	Allocated Reserve	Head of Economic Development & Growth	.Completed.
10.21	Bid for external funding to deliver new workshops unit on Marston Vale Innovation Park	December 2014	SEMLEP bid	Head of Economic Development & Growth	Completed. £2.5M funding secured.
10.22	Establish joint working group with Bedford Pilgrim's Housing Association (BPHA) to explore joint development options and closer collaboration on property and housing matters	March 2015	In-House	Head of Property Services	Completed. Meetings now being regularly held
10.23	Develop policy for provision of Travellers' sites and identify suitable future sites in line with statutory requirements	March 2016	In-house and external consultants	Assistant Director (Planning)	Completed Two sites developed and currently in use – Meadow Lane and Kempston Hardwick.
10.24	Consider options for relocating the Registration Service from leased-in premises to alternative central locations when the lease expires on existing premises	March 2016	In house.	Head of Democratic and Registration Services	Completed.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
10.25	Corporate Training Facility - Investigating possible shared use with other Public Sector organisations.	March 2017	In House.	Head of Property Services	Under discussion with Pan Bedfordshire Forum partners. Borough facilities that could be made available include Raleigh House and the Members Suite in Borough Hall.
10.26	Develop modern record storage policy.	March 2016	In House	Head of Democratic and Registration Services	Progressing
10.27	Consider improving access for the public and partners in service delivery to the Borough Hall lounge and restaurant areas	September 2016	In House	Head of Property Services	In Better ways of Working overarching programme
10.28	Review all areas of Council owned open land to identify income generating opportunities	March 2016	In House	Head of Property Services	Complete for 2015/16
10.29	ICT back-up facility to replace Barkers Lane Depot when disposed of.	March 2017	In House	Head of ICT Operations	Progressing
10.30	Publish all Property Assets in line with the Transparency Agenda	September 2015	In House	Head of Property Services	Completed
10.31	Develop Strategy for Commercial estate following recent review	September 2015	In House with consultancy support if necessary	Head of Property Services	Completed