

RECORD OF EXECUTIVE DECISION TAKEN BY AN EXECUTIVE MEMBER OR OFFICER

This form can be used for any decision but **MUST** be used to record:  
• any decision taken by the Elected Mayor or an individual Councillor  
• a key decision taken by a Council Officer  
In these circumstances 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 B in the attached report) for the period April 2009 to September 2009;
- (b) To acknowledge the specific achievements identified in the report that contribute towards improving the Council's asset management performance.

2. Date of decision

30 November 2009.

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 support Action Plan is being monitored on a regular basis.

4. Alternatives considered and rejected

None.

5. How decision is to be funded

The Corporate Asset plan outlines the revenue implications and 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.

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)
None		

The Mayor has been consulted on this decision 27 November 2009 *DH*

Signed *M D Healy* Date 30 November 2009

Name of Decision Taker *Cllr MICHAEL HEADLEY*

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: *1.12.09*

Date decision can be implemented if not called in: *10.12.09*

**For publication**

**Bedford Borough Council – Report to the Finance Portfolio Holder**

**30 November 2009**

**Report by the Interim Director for Finance & Corporate Services and 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 2009 to September 2009.

**2. Recommendations**

**The Finance Portfolio Holder is invited to:**

- (a) Consider and support the progress made against the Corporate Asset Action Plan (reproduced at Appendix B) for the period April 2009 to September 2009 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 support Action Plan is being monitored on a regular basis.

**4. Key Issues**

**4.1 Legal Implications**

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 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 ongoing basis, the retention and management of their property assets and to seek continuous improvement. Executive Decision 675, dated 30 April 2009, approved the new 2009/2011 Corporate Action Plan and supporting Action Plan for the new Unitary Authority as an interim document effective from 1 April 2009 to reflect the Councils larger property ownership.

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.

The objective/strategy of the Corporate Asset Plan is as follows:

*“An effective approach to Corporate Asset Management is an integral part in the process of managing the estate as a key corporate asset. Sound and effective assets management will, as a consequence, contribute positively to service delivery. In this context the Council has adopted the following policies for the management of its estate:-*

- (i) to hold such land and property as is appropriate to ensure its statutory and key priority services can be delivered effectively in a manner that is sustainable;*
- (ii) to sustain and fund a planned maintenance programme of all Council property to ensure it remains fit for purpose and meets statutory requirements;*
- (iii) to continuously review the optimisation of Council property in pursuit of (i) above and to identify opportunities for better utilisation and/or potential disposal of surplus assets;*
- (iv) to continuously review current and future needs in pursuit of (i) above and, where necessary, identify new property investment needs for capital investment bids (in line with the Capital Investment Strategy);*
- (v) to maintain, at least, in real terms the annual net income to the Council from its commercial property (i.e. net income valued at £3.1 million in 2008/2009);*
- (vi) to identify surplus land assets available for development or disposal so that proceeds (capital receipts) can provide the main direct funding for the Council's capital investment programme.”*

### 4.3 Resource Implications

The Corporate Asset Plan outlines the revenue implications and 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.

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;
  - Energy efficiency interface;
  - Other management of buildings needs (e.g. health and safety checks relating to building structures rather than health and safety issues arising from the use of a building);
  - Major refurbishment or improvement needs identified as necessary to meet health and safety, legal or priority service requirements as capital programme bids (in accordance with the capital investment strategy);
  - The identification of new building requirements to meet statutory or service prior 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 Finance Portfolio Holder has been allocated portfolio responsibility for asset management. A set of local performance measures have also been developed to help evaluate asset use in relation to corporate objectives and these are currently as follows:

- (i) Target of 0 days unplanned closure of operation of property due to property repairs;
- (ii) All operational property to remain fit for purpose utilising planned building inspections, legionella, risk assessments and the Council's planned maintenance programme;
- (iii) Reduction in overall fuel consumption from operational premises by 5%;

- (iv) Achieve 100% rental target in respect of let property;
- (v) Ensure a minimum of 90% of all public buildings remain disabled accessible;
- (vi) Identify all surplus property and bring forward for disposal, at a time to maximise the generation of capital receipts;
- (vii) Ensure individual operational properties are retained for a clear purpose linked to corporate objectives.

The interim 2009/2011 Corporate Asset Plan, approved in April 2009 for the new Unitary Council, reflects the Council's larger property ownership and headline objectives of the service. These are attached at **Appendix A** and seek to provide clear strategic direction for the delivery of the Land and Property Service on the new Unitary Council.

This is the first half yearly report arising from that plan. A revised Corporate Asset Plan, to reflect fully the Unitary Council's role, is currently being prepared and it is intended that this will be submitted for approval in early 2010 when the full implications of the transferred property and services from the former County Council have been identified.

#### 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 ongoing flow of capital receipts to support the approved capital programme.

An annual review of the potential strategic and corporate risks affecting the Authority is undertaken in accordance with the Council's approved Risk Management Strategy and, having regard to this review, the Executive at its meeting on 24 June 2009 identified a range of risks including the following risk relating to the assets of the Council:

*"not ensuring that assets (of whatever kind) are fit for purpose to deliver services/functions".*

The Executive also agreed with actions in respect of each defined risk and, in particular, the requirement for regular reports from the Corporate Asset Management Working Group on progress against the Corporate Asset Plan. This report seeks to provide an update on the progress made since the Corporate Asset Plan was adopted. It is also relevant that the identified risk is addressed in a variety of ways for the Council's property assets, including:

- (i) A programme of planned maintenance inspections is undertaken annually and these identify current and future repairs. The outcome informs the annual planned maintenance programme;
- (ii) Capital programme bids are submitted for a range of works to property to cover health and safety, ongoing maintenance and service enhancement;
- (iii) Workplace inspections are carried out annually on all operational property;
- (iv) 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 and these are audited corporately by the Corporate Safety Team;
- (v) Annual inspections of identified asbestos in the Council's premises are undertaken.

## **5. Details**

### Corporate Asset Plan – April 2009 to March 2011

- 5.1 Executive Decision 675, dated 30 April 2009, 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 the Chartered Surveyors to ensure that the Council has in place arrangements to deliver value for money and the effective management of its property assets. The Plan includes a two year Action Plan and progress made to 30 September 2009 is reported at **Appendix A**.
- 5.3 It is evident that, notwithstanding the pressures of achieving unitary status, good progress has been made and some of the key achievements and progress are listed below:

#### Acquisitions and Disposals

- (i) Terms have been agreed and contracts exchanged for the acquisition of the former Saracen's Head public house, to provide an improved front of house facility for the Corn Exchange.
- (ii) Terms have been agreed for the acquisition of 89/91 Midland Road as an advance acquisition for the redevelopment of the town centre (subject to contract).
- (iii) Terms have been agreed for the acquisition of Gwyn and Pattishull Courts as an advance acquisition for the redevelopment of the town centre (subject to contract).

- (iv) Terms have been agreed for the acquisition of the long leasehold interest in the former Focus store at Ashburnham road as an advance purchase for the Station Quarter redevelopment (subject to contract).
- (v) Contracts have been exchanged for the disposal of the Council's access land at Norse Road and for the acquisition of adjoining land for an extension to Norse Road cemetery.
- (vi) Terms have been agreed for the disposal of the former Elstow Lower School.

#### Estate Management

- (vii) Notice has been served to terminate the leased in premises at 1st Floor Salamander House, Suite 1 Princeton Court, and the retail premises at 61-63 Midland Road, reducing the Council's rental liability by £62,000 p.a.

#### Health and Safety

- (viii) The Council has completed the health and safety refurbishment of the lifts owned by the Borough.
- (ix) Funding has been secured to undertake type 2 asbestos surveys of the premises inherited from the former County Council. Tenders are to be sought shortly.

#### Development

- (x) The Development Agreement has been completed in respect of the first phase of the Church Lane redevelopment scheme. The developer has since taken possession of the site.
- (xi) The refurbishment of the Council's estate of unit factories has been completed

#### Miscellaneous

- (xii) The Mouchel property management and design contract, inherited from the former County Council, has been novated between this Council and Central Bedfordshire Council.
- (xiii) The Council is now arranging for the transfer of title to those schools that have converted to trust status.
- (xiv) The Council has procured condition surveys for almost all of its premises since April 2009.

## Accommodation and Disaggregation Issues

- 5.4 The number of separated teams (such as Legal and Regulatory Services), have been brought together within the first few months of the Council gaining unitary status. Following the announcement from Central Bedfordshire Council that it would vacate Borough Hall during the first part of 2010, a review of all office accommodation requirements is being undertaken. These accommodation changes would be made in accordance with a long term accommodation plan that was dependent upon exclusive occupation of Borough Hall by Bedford Borough Council. The prime aim will be to improve synergy, rationalise office needs and relocate as many office based staff to Borough Hall. This represents a continuance of the action taken since 1 April 2009 to bring departments together and to vacate leased-in satellite offices. It should be acknowledged that ad-hoc interim decanting will be required.
- 5.5 The Council has inherited offices of a considerable number of locations (many of which are leased-in offices) in addition to Borough Hall. With the pending departure of Central Bedfordshire Council from Borough Hall in the first half of next year this presents an opportunity to pull together the Council's office based staff into as few locations as possible. In addition to the operational benefits that will arise, it will enable the Council to terminate all office leases over the next five years.
- 5.6 Coupled with this there is planned phased refurbishment of Borough Hall. Some works have already been completed and additional meeting rooms created to avoid the need to rent meeting space away from the building. The continued phased refurbishment of Borough Hall is dependent upon a rolling programme of funding being made available for this purpose.
- 5.7 Previously many training courses involved the hiring of external accommodation. Sufficient suitable accommodation has been identified within the Unitary Council's ownership to ensure that this is now the exception.
- 5.8 The disaggregation of the majority of the property assets owned by the former County Council has now been agreed with Central Bedfordshire Council, although not yet formally documented. Those properties that are not yet agreed include the County Farms estate, surplus properties and Borough Hall.
- 5.9 The County Council's property records were externalised and managed by Mouchel and this constitutes a considerable volume of information. It is, however, held on a system that is not compatible with the Council's property database. It is the Council's intention that it, rather than an external party, will hold the definitive records of its property assets. The process is ongoing and will take some time to complete.
- 5.10 Finally, the Council has commenced a series of property reviews to identify which assets are poorly or under utilised and to also identify which assets, over time can be disposed of. The largest of these reviews is in relation to office accommodation and, as indicated above, this is currently under way. It is expected to be several years before the overall process is completed.

## 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  
Asset Management Working Group  
Relevant Service Managers

No adverse comments have been received.

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*File Reference:* GEN/L.2(b)

*Previous Relevant Minutes(s):* Executive Decision 675, 30 April 2009

*Background Papers:* DCLG/RICS guidance

*Appendices:* A – Headline Service Objectives

B – Corporate Asset Plan: 2009/2011  
Action Plan Update

**LAND AND PROPERTY SERVICE**  
**BEDFORD UNITARY COUNCIL**

**HEADLINE SERVICE OBJECTIVES**

1. 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;
2. 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;
3. To sustain and fund a planned maintenance programme of all Council property to ensure it remains fit for purpose and meets statutory requirements;
4. To continuously review the optimisation of Council property and to identify opportunities for better utilisation and/or potential disposal of surplus assets;
5. 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);
6. To maximise the annual net income to the Council from its commercial property;
7. 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 with future needs;
8. To develop sound and effective corporate asset management planning;
9. To identify surplus land assets available for development so that disposal proceeds (capital receipts) can provide significant direct funding for the Council's capital investment programme.

	Completed
	Progressing
	Action To Commence

## ASSET MANAGEMENT ACTION PLAN: 2009 – 2011

Action Point	Proposed End Date	Resource Implications	Lead Officer	Progress	
<b>Health and Safety</b>					
1.	Asbestos Surveys – Undertake Type 2 Surveys on Transferred Properties *	March 2011	No funding currently available	Head of Property Services	Funding obtained.
2.	Legionella Risk Assessments – Undertake Assessments on Transferred Property *	March 2010	Property Renewal and Repairs Provision	Head of Property Services	
3.	Working at Height Risk Assessments – Undertake Assessments on Transferred Property *	March 2011	No funding currently available	Head of Property Services	Funding being sought as part of next capital allocation.
4.	Asbestos Management Plan – Preparation	March 2010	Existing Resource	Head of Property Services/Corporate Safety Manager	First draft prepared.
5.	Asbestos Inspection Programme – Determine Programme	October 2009	Existing Resource	Head of Property Services/Consultancy Manager (BDG)	Awaiting reports from Mouchel Property Services.
6.	Corporate Biennial Assessment of Legionella Risk Systems – Undertake Assessment in 2010.	April 2010	Existing Resource	Head of Property Services	To be tendered Autumn 2009.

## ASSET MANAGEMENT ACTION PLAN: 2009 – 2011

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
7.	Council Lifts – Undertake L10 Lift Surveys on all Transferred Property	March 2010	Existing Resource	Head of Property Services/ Consultancy Manager (BDG)	Works substantially completed.
8.	Building Management – Departmental Monitoring and Review Role (in accordance with Corporate Safety Policy)	Ongoing	Existing Resource	Directorate/ Departmental Health & Safety Coordinators	
9.	Display Energy Certificates – Commission Annual Renewal for Relevant Council Properties (in accordance with Legislative Requirements)	Annual	No funding currently available	Head of Property Services	
<b>Property Review/Performance</b>					
10.	Condition Surveys – Introduce Regular Planned Condition Surveys for Council Premises (including Transferred Property).	Regular	Existing Resource	Head of Property Services	2009 Condition Surveys undertaken by Mouchel Property Services.
11.	Review all Property Related Capital Programme Submissions Prior to Consideration by Capital Programme Working Group (CPWG).	Ongoing	Existing Resource	Corporate Asset Management Working Group	<b>Completed.</b>
12.	Operational Property Portfolio – Introduce Programme of Property Reviews to Identify Scope for Rationalisation of Property Assets (Freehold & Leasehold Interests)	Ongoing	Existing Resource	Head of Property Services	Site inspections commenced.

## ASSET MANAGEMENT ACTION PLAN: 2009 – 2011

Action Point	Proposed End Date	Resource Implications	Lead Officer(s)	Progress	
<b>Accommodation</b>					
13.	Corporate Accommodation Strategy – Preparation and Dissemination	March 2010	Existing Resource	Head of Property Services	Preparation to be progressed following CBC determination of future accommodation needs and timescales.
14.	Borough Hall Refurbishment – Prepare Programme and Commence Delivery	Ongoing	Existing Resource 2009/2010	Head of Property Services	BDG preparing specifications pending exclusive occupation. East stairway redecorated and carpeted.
15.	Borough Hall Utilisation – Undertake an Initial Disaggregation of BBC/CBC staff within Borough Hall	December 2009	Existing Resource	Head of Property Services	Ongoing – firm accommodation proposals submitted to CBC for adoption during interim occupation by CBC.
16.	Borough Hall/Town Hall Staff Handbook – Preparation and Distribution	May 2009	Existing Resource	Head of Property Services	Both drafts under preparation.
<b>Property Disposals</b>					
17.	Corporate Disposal Procedure – Preparation and Adoption	September 2009	Existing Resource	Head of Property Services	Largely completed.
18.	Property Assets – Preparation of Programme of Property Disposals	March 2010	Existing Resource	Head of Property Services	
19.	Review all Unplanned Disposals Prior to Reporting to Portfolio Holder	Ongoing	Potential Capital Receipts	Head of Property Services	Disposals are reviewed at each scheduled meeting of the Corporate Asset Management Working Group.

## ASSET MANAGEMENT ACTION PLAN: 2009 – 2011

Action Point	Proposed End Date	Resource Implications	Lead Officer(s)	Progress	
<b>Property Requirements</b>					
20.	Property Acquisitions – Review	Ongoing	Capital Funding/ External Grant	Head of Property Services	Approval obtained for the acquisition of 89/91 Midland Road, Gwyn and Pattishall Courts, land at Ashburnham Road and the Saracens Head.
21.	Partnership or Service Delivery Contracts – Review Proposals	Ongoing	Existing Resource	Head of Property Services/Relevant Head of Service	
22.	Design and Property Services – Consider Future Provision	August 2010	Existing Resource/Mouchel Contract is scheduled to end in September 2010	Head of Property Services/Consultancy Manager (BDG)	
23.	Estates Strategy – Preparation and Adoption	December 2009	Existing Resource	Head of Property Services	Current document under review.
24.	Planning Agreements – Review Proposed Land/Asset Transfers to the Council	Ongoing	Existing Resource	Executive Director for Environment and Sustainable Communities	
25.	Corporate Property Gap Analysis – Identify and Review Future Property/Accommodation Needs	Ongoing	To be determined on case by case basis	Corporate Asset Management Working Group	Property needs are reviewed at each scheduled meeting of the Corporate Asset Management Working Group.
26.	Provision of Additional Cemetery Land Infrastructure	March 2011	Capital Programme Funded	Assistant Director (Regulatory Services)	
27.	Bedford Athletic Stadium – Provision of Platform Lift	March 2010	Capital Programme Funded	Service Manager (Sports and Recreation)	Work commenced on site 21 September 2009 with expected completion early January 2010.

## ASSET MANAGEMENT ACTION PLAN: 2009 – 2011

Action Point	Proposed End Date	Resource Implications	Lead Officer(s)	Progress	
<b>Corporate Property Management</b>					
28.	Provision of additional public sports pitches	Ongoing	Partially S106 Agreement funded. Some additional funding may be required.	Assistant Director (Environment and Community)	
29.	Carbon Management Group (supersedes Energy Management Working Group)	Ongoing	Existing Resource	Corporate Asset Management Working Group	Specific agenda items at each Corporate Asset Management Working Group meeting.
30.	Energy Efficiency Improvements – Develop Proposals for Council Premises	Ongoing	Existing Resource	Assistant Director (Environment and Community)	
31.	Operational Property – To Introduce Proposals to Review the Costs in Use of Operational Property	Ongoing	Existing Resource	Head of Property Services/Head of Financial Management and Planning	To form part of developing property review process.
32.	Boiler Replacement Programme – Undertake Survey and Prepare Corporate Boiler Replacement Programme (including Transferred Buildings) *	September 2009	Existing Resource	Head of Property Services	To be prepared following receipt of Condition Surveys on former Bedfordshire County Council properties from Mouchel Property Services.
33.	Corporate Maintenance Programmes – Explore Options to Extend Existing Programmes e.g. Shower/Valve Servicing, Boiler Servicing, Gas Safety Checks	March 2010	To be determined	Head of Property Services/ Consultancy Manager (BDG)	

## ASSET MANAGEMENT ACTION PLAN: 2009 – 2011

Action Point		Proposed End Date	Resource Implications	Lead Officer(s)	Progress
34.	Strategic Property Refurbishment Programme – Develop and Manage Programme	March 2011	Capital Programme Funded	Head of Property Services	
35.	Asset Valuations – Preparation	Ongoing	To be determined	Head of Property Services	Completed for 2008/2009. The extent of CIPFA requirements for 2009/2010 being sought.
36.	Disability Discrimination Act (DDA) – To ensure the Council's Premises Remain Compliant with DDA Requirements	March 2011	Capital Programme Funded	Access Officer	Access Audits on-going. Work substantially completed at Bedford Athletic Stadium (changing facilities and trackside automatic doors). Design work commissioned for disabled persons' toilets to be provided at Bedford Central Library, Bromham Library and Moot Hall.
37.	Identify a Responsible Manager for all Land Assets owned by the Council.	September 2010	Existing Resource	Head of Property Services	
38.	External Occupiers – Introduce a Programme of Periodic Inspections to ensure External Occupiers of Council Property Comply with their Occupation Agreements, including Maintenance Requirements.	Ongoing	Existing Resource	Head of Property Services	Currently identifying all situations where external parties occupy property without documentation.

## ASSET MANAGEMENT ACTION PLAN: 2009 – 2011

Action Point		Proposed End Date	Resource Implications	Lead Officer(s)	Progress
<b>Property Investment</b>					
39	International Financial Reporting Standards – Property Leases	March 2010	No funding available	Assistant Director (Finance)	
40.	Redevelopment of Church Lane Shopping Centre – Phase 1 (Food Store and Car Parking)	March 2010	Developer Funded Scheme	Operational Director (Regeneration & Economic Growth)	Revised approval obtained to secure phased development, commencing with food store and car parking provision.
41.	Bedford Town Centre West – Retail Led Mixed Use Scheme: Land Assembly	Ongoing	Capital Funding/ External Grant	Operational Director (Regeneration & Economic Growth)	Scope for strategic acquisitions continually subject to appraisal (see item 20 above).
42.	Employment Land at Wootton – Master Plan/Site Preparation for Marston Vale Business Park	March 2011	External Grant Funding	Head of Property Services/Head of Economic Development	External grant funding being sought.
43.	Charter Square/Town Hall Complex/Riverside Square – Feasibility into Site Potential	March 2010	Existing Resource	Operational Director (Regeneration & Economic Growth)	
44.	Refurbishment of Bedford Museum and Cecil Higgins Art Gallery (including DDA works)	2011	Insufficient funding currently available	Director (Museum and Art Gallery)	Funding secured for further design works (Executive on 24 June 2009)
45.	Land adjacent to Bedford Museum and Cecil Higgins Art Gallery – Complete Feasibility into Site Potential and Pursue Development Opportunity	September 2010	Existing Resource	Operational Director (Regeneration & Economic Growth)	Active involvement of English Heritage and initial archaeological investigations undertaken to inform scope of development and design.

## ASSET MANAGEMENT ACTION PLAN: 2009 – 2011

Action Point		Proposed End Date	Resource Implications	Lead Officer(s)	Progress
46.	Public Realm Improvements – Installation of Interpretation Proposals in St. Paul's Square	December 2009	Existing Resource	Head of Economic Development	Phase 1 Heritage Interpretation proposals installed June 2009.
47.	Horne Lane – Environmental Improvements (including Howard Centre Entrance Canopy)	March 2011	Capital Programme Funded	Head of Economic Development	Work commenced on site in October 2009.
48.	High Street Environmental Improvements – Pursue Townscape Heritage Initiative	March 2010	Potential Townscape Heritage Initiative Funding/ Match Funding	Head of Economic Development	Pre THI application submitted and capital programme bid prepared for consideration.
49.	Bedford i-Pad – Refurbishment of 104 Midland Road to Customised Space for Creative Industries/New Business Ventures.	June 2010	External Grant/ Capital Funding	Head of Economic Development	Tenders returned in July 2009 and contract now awarded to Building Partnership.
50.	Elstow Landfill – Restoration Phase 1	2011	Capital Programme Funded	Assistant Director (Environment and Community)	
51.	Play Areas – Capital Improvement Works	March 2011	Capital Programme Funded	Assistant Director (Environment and Community)	
52.	Bromham Mill – Review Options for the Future Use of the Site	September 2010	Existing Resource	Service Manager (Sports and Recreation)	

## ASSET MANAGEMENT ACTION PLAN: 2009 – 2011

Action Point	Proposed End Date	Resource Implications	Lead Officer(s)	Progress
53. Children's Services Investment Programme, including: <ul style="list-style-type: none"> <li>- Lakeview Lower School;</li> <li>- Broadmead Lower School;</li> <li>- Shortstown Lower School;</li> <li>- Provision of Temporary School Accommodation;</li> <li>- Schools Access Initiative;</li> <li>- New Deal for Schools Modernisation;</li> <li>- Biddenham Loop: Provision of New Primary School;</li> <li>- Kempston Rural School;</li> <li>- Sharnbrook Upper School Science Provision;</li> <li>- Schools Formula Capital;</li> <li>- Primary Capital Programme: Livingstone Lower and Cauldwell Lower School;</li> <li>- Early Years Capital;</li> <li>- Children's Centre Capital;</li> <li>- Extended Schools.</li> </ul>	Ongoing  (regularly monitored by the CPWG)	Capital Programme Funded/ External Funding	Assistant Director (Strategy and Planning)	First phase of Lakeview Lower School completed and School officially opened.  Cauldwell Lower School commenced on site during November 2009.  Broadmead, Shortstown, Biddenham Loop and Kempston Rural Lower School projects all suffering delays, largely due to delays in housing development as the result of the economic situation.
54. Building Schools for the Future (BSF) – Draft Plan for BSF Priorities	March 2011	External Funding	Chief Education Officer (Interim)	
55. Trust Schools – Land Transfer	September 2010	None – Statutory Transfer	Assistant Director (Strategy and Planning)	Identification of land to transfer well underway.

\* Potential contribution from Schools as part of devolved function.