

**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 A) for the period April 2012 to March 2013; 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**

22 March 2013

**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)

The Mayor has been consulted on this decision

18 March 2013 DSH

Signed MP Heady Date 22 March 2013

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: 26<sup>th</sup> March 2013

Date decision can be implemented if not called in: 5<sup>th</sup> April 2013

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

**March 2013**

**Report by the Director of 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 2012 to March 2013.

**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 A) for the period April 2012 to March 2013; 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 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 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);
  - 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 Finance Portfolio Holder has been allocated 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.

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

The Corporate Asset Plan supports the Borough's Carbon Management Plan that aims to reduce overall carbon dioxide emissions by 40% between 2009 and 2015. There are no other 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 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.
- 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 2012 to March 2013

- 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 2013 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 continues to be made and some of the key achievements and progress is listed below:

#### Acquisitions and Disposals

- (i) The acquisition of land off Clapham Road Bedford to permit an extension of the adjacent Livingstone Lower School;
- (ii) The leasehold acquisition of land at Clapham for the site of a pre-school;
- (iii) The acquisition of the property at the rear of 21 Allhallows, Bedford;
- (iv) Terms have been agreed for the acquisition of land at the rear of Cople Lower School to permit an extension of the school;
- (v) Terms have been agreed for the acquisition of the car park at Prebend Street Bedford, currently held leasehold;
- (vi) Terms for the acquisition of 14 – 28 Allhallows are under negotiation;

- (vii) The disposal of the former Elstow Lower School;
- (viii) The disposal of the property at 59 Woodcote;
- (ix) The disposal of the former Bromham Depot building;
- (x) The disposal of 3 White Lodge Close, Kempston as part of the Empty Homes Scheme;
- (xi) Terms have been agreed for the disposal of St. Martin's Church Hall, Clapham Road, Bedford.

### Estate Management

- (i) The former Town Hall has been fully vacated and all staff have been relocated (mainly into Borough Hall). This will enable the future demolition of the Town Hall with consequent property cost reductions;
- (ii) Enterprise House, a former commercial property, has been surrendered back to the Council and refurbished. Staff, formerly located in 4 Franklin Court, Priory Business Park, have been relocated into the building enabling the complete vacation of 4 Franklin Court with a rent and void rates saving of approximately £115,000 per annum plus other management costs;
- (iii) Units J & L Stephenson Court, Priory Business Park, have been vacated in advance of the Council operating break clauses. This will lead to a rental and void rates saving of approximately £200,000 per annum plus other management costs;
- (iv) The 2012 property asset re-valuation exercise has been completed, enabling accounts to be prepared in compliance with International Financial Reporting Standards (IFRS) accounting rules;
- (v) Rental income from the Council's commercial and rural estate has been maintained at targeted levels. The projected income figure for 2012/2013, as at December 2012, was approximately £3,580,000 per annum net of car park and variable royalty income. The management of the rural estate was out-sourced in 2012;
- (vi) Fourteen new leases on children's centres are being agreed. These will permit continued service delivery, following a re-tender exercise;
- (vii) A new lease has been completed on the Household Waste Recycling Centre in Barker's Lane with a new operator following a re-tender exercise;
- (viii) 21 Twinwood Technology Park has been vacated. This has reduced the Council's rental liability by approximately £15,000 per annum.

## Health and Safety

- (i) Disabled Discrimination Act (DDA) audits on all publicly accessed former County properties are being undertaken;
- (ii) Display Energy Certificates on all Council operational buildings are being updated to conform with changed legislative requirements;
- (iv) The Council has completed the health and safety refurbishment of the lifts owned by the Borough;
- (v) All required management asbestos surveys of the premises inherited from the former County Council have now been completed;
- (v) The legionella risk assessments of all the properties inherited from the County Council are completed;
- (vii) A revised Asbestos Management Handbook has been prepared and issued to all Building Managers, including all Head Teachers;
- (vii) The Council has completed the working at height risk assessments on all required premises;
- (viii) A revised Building Manager handbook has been prepared and issued on-line to all designated Building managers.

## Development

- (i) Agreement for the development of Riverside North has been signed and exchanged. Subject to detailed discussions, and planning permission, this significant town centre site will be transformed over the coming years into a major leisure destination;
- (ii) Planning has been obtained for a new specialist 18 bedroom adult home at Brookfield Road, Bedford. Subject to receipt of an NHS grant, the new facility will enable the re-housing of people with complex needs from poorly appointed and out of date NHS homes;
- (iii) Phases 1 and 2 of the refurbishment of Borough Hall have now completed. Capacity in the building has been increased, enabling the relocation of staff from the former Town Hall and offices at Priory Business Park;
- (iv) Refurbishment of the Bedford Higgins Museum buildings has completed. The attraction is set for re-opening in Spring 2013 after completion of works to the displays;
- (v) The new Customer Service Centre and Cash Hall facilities opened in summer 2012;

- (vi) Number 13 St Paul's Square (formerly The Saracen's Head public house) has been re-modelled to form a new coffee shop/bar/front of house for the adjacent Corn Exchange. The official opening took place in March 2013;
- (vii) 21/23 Gadsby Street, a former office, has been converted into a Disability Resource and Independent Living Centre. This has enabled the closure of Huddlestone way Resource Centre with a rental saving of approximately £19,000 per annum;
- (viii) The following new schools have been constructed since 2009: Bedford Academy, Lakeview Lower School, Great Denham Primary School. Shortstown Primary school is under construction;
- (ix) The following schools have had significant extensions since 2009: Livingstone Lower School, Cauldwell Lower School, Putnoe Primary School;
- (x) A new Emergency Traveller Transit site, comprising nine pitches, will be complete by April 2013 at Meadow Lane. Six additional permanent pitches have been created at Kempston Hardwick Traveller's Site.
- (xi) Plans are being formulated to re-develop Bedford Bus Station in conjunction with the existing owners and operators. This will include the creation of a new car park on Greyfriars plus the refurbishment of the Allhallows multi storey car park and public conveniences.

#### Miscellaneous

- (i) The Council is leading on the 'Pan Bedfordshire Assets Review'. This project aims to identify asset management opportunities across public sectors within the former County. One 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. A number of other opportunities have been identified;
- (ii) In response to the Localism Act 2012, the Council has produced revised guidance notes on asset transfer and is developing a list of 'community assets';
- (iii) The Council has completed the first stage of its competitive dialogue programme, aimed at procuring a new elderly person care contract and better quality care homes. Maintenance surveys of all Council owned elderly person homes have been prepared;
- (vi) The Council is due to tender the management of its leisure operations. If a new management team take responsibility for the operations, leases of each asset will be required. Maintenance surveys of each affected property have been prepared.
- (v) The Council has arranged for the transfer of title of those schools that have converted to trust status;

- (vi) The Council has granted leases to all schools that have converted to Academy Status.
- (vii) 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;
- (viii) The Council's corporate energy contracts have been retendered and awarded on competitive terms. The contract includes the provision of smart meters to automatically monitor and, therefore, allow for the optimisation of energy use;
- (ix) All out of date boilers have been replaced. Carbon reduction options are under investigation.
- (x) The corporate maintenance programme has been extended to include water vessel cleaning to protect from Legionella. Corporate maintenance contracts have been tendered for the next three years;
- (xi) A schedule identifying the Responsible Manager for all land assets owned by the Council has been completed and is available in spreadsheet and GIS mapping formats;
- (xii) The Carbon Management Plan has been approved and a detailed programme of works is being developed. A range of projects have now been approved by the Carbon Management Board.

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, under utilised and surplus property and has influenced the proposed forward Action Plan. The Property Redevelopment Plan, attached at **Appendix B**, has been appropriately referenced to the items in the Action Plan.

## **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  
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*File Reference:* L.2(b)

*Previous Relevant Minutes:* Executive Decision1011 – 29 March 2012  
Minute 67: Executive – 7 December 2011

*Background Papers:* None

*Appendices:* A – Corporate Asset Plan: 2012/2016 Action  
Plan Update  
B – Property Redevelopment Plan

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
<b>1. Corporate Property Management (including Health and Safety)</b>					
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 2012.
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 Community)	A purchase order has been raised to undertake all the Council's DEC's using the current Council's framework supplier. 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 being brought forward.
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 are being 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 and Building Managers	In progress.
<b>2. Property Review/Performance</b>					
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	Meetings progressing.
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"> <li>Leisure Properties review;</li> <li>Adult Care Homes review;</li> <li>Orchard House development;</li> <li>Review of existing Depot provision.</li> </ul>
2.3	Lead on Pan-Bedfordshire property study to identify cross boundary property synergies leading to potential collaboration and property savings/receipts.	December 2013	CIPFA consultant engaged, jointly funded by Pan Bedfordshire members.	Chief Executive	On-going. Specific collaboration being examined for: <ul style="list-style-type: none"> <li>Multi Agency Service Hub;</li> <li>Multi – depot use;</li> <li>Office Sharing and drop-in locations.</li> </ul>
2.4	Consider alternative property revenue/capital streams from non standard property assets (e.g. airspace, advertising hoardings, landscaping areas).	Continuing Requirement	Property Services – Existing Resources	Head of Property Services	Detailed report prepared in respect of large site billboard advertising. A tender exercise has been undertaken and a detailed format is currently being agreed with the proposed operator.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
2.5	Review all property related Capital Programme submissions prior to consideration by Capital Programme Working Group.	Annual Requirement	Property Services – Existing Resources	Head of Property Services	Completed for 2012/2013.
2.6	Review policies and procedures in light of the Localism Act.	June 2012	Property Services – Existing Resources	Head of Property Services	Revised Community Asset Transfer policy approved. Community Right to Bid policy approved. Protocol being developed and bids for listing being received.
2.7	Develop a 10 year Strategic Review and Management Plan for the agricultural estate.	May 2013	Property Services – Existing Resources	Head of Property Services	Terms of reference have been agreed. Scoping paper on policies and drivers affecting the estate being prepared by Smiths Gore, with target completion in May 2013.
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	On target.
<b>3. Property Rental/Acquisitions/Disposals</b>					
3.1	To maintain, at least, in real terms an annual net income to the Council of £3,422,000 (April 2012).	Continuing Requirement	Property Services – Existing Resources	Head of Property Services	Projected income as at December 2012 confirms on target.
3.2	Property Acquisitions – Review.	Continuing Requirement	Capital Funding/ External Grant	Head of Property Services	Acquisition of properties in Prebend Street and Allhallows, Bedford approved and progressing.
3.3	Property Assets – Preparation of programme of property disposals.	Annual Requirement	Property Services – Existing Resources	Head of Property Services	Completed for 2012/2013.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
3.4	Implement programme of property disposals and maintain 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 2012/2013.
3.5	Review all unplanned disposals prior to reporting to Portfolio Holder.	Continuing Requirement	Potential Capital Receipts	Head of Property Services	Former St Martins Church Hall disposal approved and in progress.
<b>4. Corporate Accommodation</b>					
4.1	Complete refurbishment of Borough Hall.	December 2012	Annual savings on leased in accommodation and sale proceeds from Riverside (North) scheme	Head of Property Services	Completed.
4.2	Vacate and demolish Town Hall.	Transfer to developer in 2012	All staff to be relocated to Borough Hall or other location with reduction in operating costs	Director of Finance & Corporate Services	Vacated in August 2012. Demolition project at planning stage.
4.3	Vacate all leasehold office accommodation and reduce rent/rates payments.	December 2014	In House. Reduction in rent, rates and operating costs	Director of Finance & Corporate Services	Original plan still on target.
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	'Better Ways of Working' strategy supported by Management Group. CAMWG sub-group to develop implementation plan.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
<b>5. Chief Executive's Directorate</b>					
5.1	Let community centres to on-site management teams.	March 2013	In House	Head of Member Services	Wixams Community Centre transferred to the community in February 2013. Discussions commenced regarding Church Lane Community Centre.
5.2	Review plans for bus station re-development.	September 2012	In House	Head of Economic Development	Plans have been reviewed and a project team is progressing detailed programme with the refurbishment of the car park and public conveniences, and the development of the surface car park, as initial phases.
5.3	Redevelopment of Church Lane Neighbourhood Centre (Phase 2).	March 2013	In House	Head of Economic Development	The developer has now secured agreement for the provision of the Medical Centre on the site and the overall timescale for the scheme is subject to further review.
<b>6. Adults &amp; Community Services</b>					
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 2013	NHS campus closure grant. Market Value receipt for land	Assistant Director (Adult Services)	Arrangements are being made for a long term lease to be granted to facilitate the development on the land, with the approval of the National Health Service.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
6.2	Complete an overarching review of Elderly Person Homes, post BUPA contract.	December 2012	Capital bids may be required depending on the preferred solution	Assistant Director (Adult Services)	Phase 1 (PQQ stage) of competitive dialogue stage is complete. Three bidders have been selected and the competitive dialogue stage is now set to commence.
6.3	Complete the review of specialist day centres and homes used to support young adults with learning and physical disabilities.	2013	Adult Services existing resource	Assistant Director (Adult Services)	Completed.
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 (Adult 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 the Hub	Head of Property Services	Negotiations are still on-going and a Tenancy at Will is about to be signed. The service will still operate the Supported Living Team from the flat at 16 Huddleston Way. The lease for flat 16 Huddleston Way has not yet been completed, due to a legal problem over access rights of way.
6.6	Complete refurbishment of The Higgins Museum and Art Gallery.	2013	Lottery funding and capital programme	Head of Leisure & Culture	The build phase of project is now completed. The exhibition fit out phase and display of collections is now substantially completed.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
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	Head of Leisure & Culture	Completed.
6.8	Enhance the Bromham Mill site in collaboration with Bromham Parish Council.	2013	Substantially site funded	Head of Leisure & Culture	Revised drawings have been prepared and estimated site works re-costed to reduce the cost of the overall scheme to the funding available from Bromham Parish Council.
6.9	Review service delivery options, giving regard to investment/maintenance requirements.	2012	In House	Head of Leisure & Culture	Decision made to seek an external operator for the leisure and outdoor activity centres. This process is now being progressed by a project team.
<b>7. Children's Services, Schools &amp; Families</b>					
7.1	School investment programme – to reflect changing demand for places, alternative provision (e.g. Academies), funding profile and capital investment priorities.	Continuing Requirement in line with Investment Programme	Capital programme funded, external grant funded and/or S106 contributions.	Chief Education Officer	Capital investment in progress in line with Capital Programme.
7.2	Children's Residential Care Homes – Review to optimise service delivery.	June 2013	Capital bids may be required depending on the preferred solution	Head of Specialist Client Services	Service team has been established and is working on the fundamental review.

Action Point		Proposed End Date	Resource Implications	Lead Officer(s)	Progress
7.3	Children Centres and Pre-School Nurseries – Complete leases with all third party organisations providing childcare on Borough premises.	March 2013	Property Services – Existing Resources	Head of Property Services	Children Centres services have been re-tendered and new leases to be put in place.
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 Services – Existing Resources	Head of Property Services	In progress, in line with Academy conversions.
<b>8. Environment and Sustainable Communities</b>					
8.1	Borough depot facilities – Review in conjunction with review of the Highways contract. Identify suitable salt store and bus park within Bedford area.	2013	In House	Assistant Director (Highways)	Service led review of Depot facilities under way. Options being developed and will be subject to appraisal.
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)	Assistant Director (Highways)	Completed.
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 Community)	Embarked on an on-going programme of works with improvements at Addison Howard Park, Hillgrounds and Moor Lane amongst others. Recently works have been undertaken at Bedford, Allen and Mowsbury Parks.

Action Point		Proposed End Date	Resource Implications	Lead Officer(s)	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	The Customer Service Centre now incorporates Parking Shop transactions.
8.5	Dedication of additional country parks as part of major new housing developments.	March 2016	S106 dedications	Assistant Director (Environment and Community)	Woodlands Park (north of Brickhill) to be transferred to the Council during the next 12 months with agreed commuted sums for initial 20 years. Land at Great Denham and West Kempston will form part of a legal agreement with the developer for the Council to manage and maintain from the service charge set on each property by the developer.
8.6	Seal and cap Elstow landfill site.	December 2014	Capital Programme	Assistant Director (Environment and Community)	Works are on-going, tender proposes leachate on site rather than tankering each day from the site; this derives savings both financially and environmentally through this investment.

Action Point		Proposed End Date	Resource Implications	Lead Officer(s)	Progress
8.7	Review of waste disposal options and increased provision for recycling.	March 2016	In House	Assistant Director (Environment and Community)	Household Waste and Recycling Centre operation re-tendered and lease in place to new provider.  Residual waste treatment/disposal and commingled recycling contracts have been tendered and awarded. Exercise has achieved significant savings to the Council and also, from an environmental point of view, the majority of waste generated has been diverted from landfill since October 2012.
8.8	Purchase land to facilitate new A421-A6 Northern link road (possibly with compulsory purchase powers).	March 2014	Capital Programme	Assistant Director (Highways)	CPO process underway and negotiations with landowners/developers ongoing.
8.9	Consider town centre parking provision in light of both existing need and proposed developments.	March 2014	In House	Assistant Director (Highways)	On-going engagement with developers in respect of the Riverside North proposals. In relation to Allhallows, the refurbishment of the multi-storey car park and the provision of surface car parking has been programmed.

Action Point		Proposed End Date	Resource Implications	Lead Officer(s)	Progress
8.10	Carbon Management Plan – Ensure buildings improve energy efficiency to contribute to the Council's 8% per annum target reduction in CO2 emissions.	Continuing Requirement	In House and external advisers (partly self- financed and partly financed through the capital programme)	Assistant Director (Environment and Community)	MITIE have submitted Investment Grade Proposals under the RE: FIT Programme for the first tranche of work. The overall programme, as outlined by MITIE, has an estimated value of £3.2 million. The first tranche is for 9 buildings and has a value of over £2 million.
8.11	Consider need for capital investment in cemeteries and crematoria facilities.	March 2016	In House	Head of Bereavement Services	The need for additional capital investment is very unlikely in the time period specified.
8.12	Highway Investment – Implement work programme.	Continuing Requirement	Existing Budgets	Assistant Director (Highways)	The capital and revenue programme for scheme implementation has been agreed and is being delivered.
<b>9. Finance &amp; Corporate Services</b>					
9.1	Creation of Customer Service Centre for customer enquiries.	July 2012	Capital Programme	Director of Finance & Corporate Services	Completed.
9.2	Progress the redevelopment of Riverside (North).	December 2014	In House	Director of Finance & Corporate Services	Development agreement completed and exchanged; the Developers have submitted a planning application.
9.3	Marston Vale Business Park – Site preparation for employment land at Wootton.	June 2013	Subject to completion of business case/external funding	Head of Property Services	Scheme being developed ready for submission for planning permission.

# PROPERTY REDEVELOPMENT PLAN

Direction of travel and timescales

The Property Redevelopment Plan has been updated to appropriately reference items in the approved Action Plan at Appendix A.

REF.	SERVICE/USE	DIRECTION/ACTION	SHORT TERM (0 – 2 YEARS)	MEDIUM TERM (2 – 5 YEARS)	LONG TERM (5 – 10+ YEARS)
<b>1.</b>	<b>General</b>				
	Offices	Consolidate teams in Borough Hall (and fewer ancillary buildings) – consider options for mobile working if operationally feasible.	CAP Action Plan (AP) 4.1, 4.2, 4.3 & 4.4		
<b>2.</b>	<b>Children’s Services, Schools and Families</b>				
	Youth offending and intervention	Consolidate in Enterprise House.	Action Complete		
	Youth	Continue to review and consider shared facilities.		AP 7.2	
	Children with Disabilities	Consider remodelled/alternative accommodation for residential/ day care and respite.		AP 7.2	
	Looked after Children	Continue to review residential provision.			AP 7.2
	Special Schools	Review in light of falling roles, but ongoing need for autistic provision and increasing need for provision for educational/ behavioural difficulties.	AP 7.1		
	Pupil Referral Units	Review in the light of changes to funding – Retain 2 separate units for primary/secondary.	Action Complete		
	Schools	Ongoing review to reflect changing demand for places, need for capital investment, changes in funding, move to academy/free school status.	AP 7.1 and 7.4		

REF.	SERVICE/USE	DIRECTION/ACTION	SHORT TERM (0 – 2 YEARS)	MEDIUM TERM (2 – 5 YEARS)	LONG TERM (5 – 10+ YEARS)
<b>3.</b>	<b>Adult Services – Community Care Services</b>				
	Older people	Ongoing review of residential care moving towards extra care housing and commissioned beds for those needing higher levels of care.	AP 6.2		
	Adults with disabilities	Continue to review residential provision moving from residential care to supported living and commissioning of beds for clients with complex needs – in line with NHS campus closure programme	AP 6.1		
	Day care (all provision)	Continue to review requirement for dedicated day centres – consider shared use, recognising need to cater for clients with complex needs – relocate resource centre and hub to central site.	AP 6.3 and 6.4		
	Shared services	Review existing and proposed partnership occupation of property – consider shared development, reduce overall occupation.	AP 6.4		
<b>4.</b>	<b>Adult Services – Leisure and Culture</b>				
	General	Review all property in the light of service delivery options.	AP 6.9		
	Museums/Art Gallery	Complete extensive refurbishment.	AP 6.6		
	Leisure/Sports Facilities	Consider need for capital investment or disposals in the light of service delivery options.	AP 6.9		
	Culture/ Performance/ Events venues	Consider need for capital investment in the light of service delivery options.	AP 6.7		
	Heritage Property	Consider need for capital investment in the light of service delivery options.	AP 6.8		

REF.	SERVICE/USE	DIRECTION/ACTION	SHORT TERM (0 – 2 YEARS)	MEDIUM TERM (2 – 5 YEARS)	LONG TERM (5 – 10+ YEARS)
<b>5.</b>	<b>Environment and Sustainable Communities</b>				
	Highways Infrastructure	Consider need for capital investment in existing infrastructure and future provision.	AP 8.8 and 8.12		
	Depot Facilities (Transport and Highways)	Review of all facilities recently undertaken, consider reduction of overall provision and shared/partnership use.	AP 8.1		
	Parking	Consider future provision in light of both existing need and proposed development.		AP 8.4 and 8.9	
	Parks	Consider need for capital investment in existing provision and future provision for growing communities.		AP 8.5	
	Sports Pitches	Consider options to provide established need for existing and growing communities.	AP 8.3		
	Waste Disposal/ Recycling	Ongoing review of waste disposal options and increased provision for recycling.		AP 8.7	
	Cemeteries/ Crematorium	Consider need for capital investment in facilities.		AP 8.11	
	Economic Development	Retain and acquire strategic sites to further economic and physical regeneration.	AP 5.2, 5.3, 9.2 and 9.3		
	Energy Efficiency	Continue to develop and deliver a comprehensive programme of investment to reduce consumption of energy/water and reduce carbon footprint.	AP 8.7 and 8.10		
<b>6.</b>	<b>Member Services</b>				
	Community Centres	Continue to work with communities with a view to progressively transferring centres to their direct control and management.		AP 5.1	

REF.	SERVICE/USE	DIRECTION/ACTION	SHORT TERM (0 – 2 YEARS)	MEDIUM TERM (2 – 5 YEARS)	LONG TERM (5 – 10+ YEARS)
7.	<b>Property Services</b>				
	Depot facilities	Review of all facilities recently undertaken, consider reduction of overall provision and shared/partnership.	AP 2.3 and 8.1		
	Surplus Land & Properties	Disposal of surplus land and properties.	AP 3.3, 3.4 and 3.5		
	Commercial Property Portfolio	Explore options to increase value of selected properties when leases or market conditions permit.	AP 2.7, 3.1 and 3.2		
	Commercial Property Portfolio	Dispose of 7 properties and reinvest proceeds in the portfolio.	AP 3.3 and 3.5		