

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 2013 to March 2014; 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

28 March 2014

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

13 March 2014 *DM*

Signed *MP Headley* Date *28* March 2014 Name of Decision Taker *CLLR M 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: *1-4-14*

Date decision can be implemented if not called in: *9-4-14*

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

Bedford Borough Council – Report to the Finance Portfolio Holder

March 2014

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 2013 to March 2014.

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 2013 to March 2014; 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

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 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 2013 to March 2014

- 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 2014 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 at the rear of Cople Lower School to permit an extension of the school;
- (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 a new site and the construction of the new School known as Shortstown Primary School;
- (v) The disposal of the former Shortstown Lower School site;
- (vi) The disposal of St. Martin's Church Hall, Clapham Road, Bedford;
- (vii) The dedication of a new access into Cauldwell Lower School via a s106 Agreement, subject to the implementation of an adjoining development;

- (viii) Negotiations are progressing for the leasehold acquisition of three Adult Homes, transferred to the Council from the National Health Service;
- (ix) Offers have been received for the freehold sale of residential land at Wootton, with a potential considerable capital receipt payable to the Council over a period of years;
- (x) Offers have been received for the freehold sale of industrial land at Bell Farm, Kempston, with a potential considerable capital receipt receivable by the Council.
- (xi) Offers have been received for the disposal of 2a Castle Lane, Bedford.

Estate Management

- (i) The former Town Hall has been fully vacated and all staff have been relocated (mainly into Borough Hall). The demolition has commenced and, when completed, this will result in a reduction in property holding costs (including void property rates);
- (ii) Riverside House has been vacated and will be demolished, together with the Town Hall, during the first quarter of 2014/2015 to make way for the redevelopment of the Riverside North site;
- (iii) Enterprise House, a former commercial property, has been vacated by former tenants and refurbished. 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) Units J & L Stephenson Court, Priory Business Park (formerly leased by the Council) have now 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) A notice to operate a break clause in the lease of Rogers Court, Cauldwell Street has been served. This will take effect from June 2014 and will result in a combined rent and rates saving of approximately £94,350 per annum;
- (vi) Charter House, Bromham Road has been vacated in advance of the lease expiring in September 2014, resulting in a combined rent and rates saving of approximately £37,300 per annum;
- (vii) The 2013 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 projected income figure for 2013/2014, as at December 2013, was approximately £3,524,000 per annum net of car park 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 a re-tender exercise;
- (x) The Council has received 417 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 January 2014, the Council had agreed 270 claims, amounting to payments of approximately £200,000. Under the funding agreement for the scheme, entered into by the former County Council, the residential developer of the adjoining land is effectively funding the compensation claims.
- (xi) The consolidation of staff in fewer office locations as described above has resulted in an approximate on-going annual saving of £1.4 million in rent and running costs.

Health and Safety

- (i) Disabled Discrimination Act (DDA) audits on all publicly accessed former County Council properties have been completed;
- (ii) Display Energy Certificates on all Council operational buildings have been updated to conform with legislative requirements;

Development

- (i) The Development Agreement for the Riverside North scheme of development has been signed and exchanged and planning permission has been obtained. This significant town centre site will be transformed over the coming years into a major leisure destination and will comprise a multi-screen cinema, a hotel, small public car park, footbridge, retail and restaurants units and 66 residential units;
- (ii) A National Health Service (NHS) grant of approximately £2.2 million has been secured and building works have commenced on a specialist 18 bedroom adult home at Brookfield Road, Bedford. The new facility will enable the re-housing of people with complex needs from poorly appointed and out of date NHS homes. Once fully occupied, the Council will receive an annual rent of £58,000 per annum;

- (iii) The initial phase of the refurbishment of Borough Hall has now been completed and has resulted in a modern re-fit of all floors in order to increase the capacity of the building, enabling the relocation of staff from the former Town Hall, Riverside House and offices at Priory Business Park. Phase 2, being further re-modelling to support service delivery, commenced November 2013 and is due to complete in March 2015;
- (iv) Refurbishment of the Bedford Higgins Museum buildings is completed (subject to minor snagging issues). The attraction re-opened on mid-summers day 2013 after completion of works to the exhibit displays cases;
- (v) The Customer Service Centre and Cash Hall facility opened in summer 2012. This new facility has been created within the former Civic Theatre and Old Town Hall buildings. The Council's Call Centre relocated into the first floor offices above the Call Centre Reception Hall in January 2014, vacating office space within Borough Hall;
- (vi) The following new schools have been constructed since 2009: Bedford Academy, Lakeview Lower School, Great Denham Primary School and Shortstown Primary School;
- (vii) The re-development of Bedford Bus Station, in partnership with the operators, has now commenced. A new surface car park on Greyfriars and the refurbished public conveniences are now open. The refurbishment of the Allhallows multi-storey car park is under way. Further work, yet to begin, includes improvements to the public realm, new fronts to the shops in Greenhill Street and improvements to the parade of shops fronting the Bus Station in Allhallows;
- (viii) The re-development of Church Lane Shopping Centre is continuing. The Aldi Supermarket is trading well and the development of a further retail store is expected to commence summer 2014, with the development proceeds expected to fund refurbishments of both the existing community centre, and the existing parade of shops.

Miscellaneous

- (i) The Council continues to lead the 'Pan Bedfordshire Assets Review'. This project aims to identify asset management opportunities across public sectors within the former County and 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. A further key outcome is the establishment of a multi-agency support hub (MASH), initially at 23 Allhallows, but scheduled to be relocated into Borough Hall. This will enable cross agency sharing of sensitive information.

A number of other opportunities have been identified and are now being evaluated, namely:

- A shared approach to training venues and delivery;
- A shared approach to long term storage;

- A shared approach to Disaster Recovery sites and emergency assistance;
 - A shared approach to Community Safety Partnership and sites;
 - A joint approach to housing development on surplus NHS land;
 - A shared approach with the police to accommodation in Bedford Town centre;
 - The co-location of the Bedford Locality team of the Clinical Commissioning Group with the Children's and Adult Services commissioning team in Borough Hall.
- (ii) 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 14 nominations as at February 2014. The Council listed 5 assets as a Community Asset, and 2 assets were listed as unsuccessful. The Council is waiting further information on the other nominations;

- (iii) The Council will be taking responsibility for the management of 5 Elderly Person Homes and 1 Adult Care Home following the decision by the current provider, BUPA, to terminate its contract with the Council with effect from 31 March 2014. An options review is currently being prepared, with the aim of establishing the best option for the improvement and delivery of this service;
- (iv) The Council has outsourced the management of its leisure operations to a specialist operator, Fusion Lifestyle. This will result in much needed investment in facilities plus operating efficiencies and revenue savings. Operating leases have been granted for each site whereby the Council has retained certain maintenance responsibilities;
- (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 Carbon Management Plan, comprising a detailed programme of works, has been developed. The works are being undertaken in two phases. Phase 1 works, including the replacement of all out of date boilers, are now being completed. The combined programme is set to deliver a saving of approximately 2,000 tonnes of carbon dioxide;

(ix) The Council has entered into agreements for the construction and use of three new sites for five advertising hoardings, increasing revenue to the Council.

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 e-mail adrian.piper@bedford.gov.uk

File Reference: L.2(b)

Previous Relevant Minutes: 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

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	
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 2013/2014.
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, Regulatory and Recreational 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 2013/2014.
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 and Building Managers	Property Services managed work programme in progress.
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	Cyclical meetings on-going.
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; Adult Care Homes review; Orchard House development; Review of Depot provision.
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	On-going. 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 located at 23-27 Allhallows

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
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	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 2013/2014.
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.</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>

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
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	Report finalised. Action Plan to be determined and agreed.
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	Target achieved for 2012/2013. On target for 2013/2014.
2.9	Undertake comprehensive review of the commercial estate.	April 2014	Securing and maximising revenue returns	Head of Property Services	Review in progress and targeted for completion during April 2014.
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).	Continuing Requirement	Property Services – Existing Resources	Head of Property Services	Target achieved for 2012/2013. On target for 2013/2014.
3.2	Property Acquisitions – Review.	Continuing Requirement	Capital Funding/ External Grant	Head of Property Services	Acquisition of properties in Prebend Street, Allhallows and Cople Lower School complete. Progressing acquisitions at Cotton End Lower School.
3.3	Property Assets – Preparation of programme of property disposals.	Annual Requirement	Property Services – Existing Resources	Head of Property Services	Completed for 2013/2014.
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 2013/2014.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
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 completed.
4. Corporate Accommodation					
4.1	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	Director of Finance & Corporate Services	Vacated in August 2012. Demolition commenced in March 2014.
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 overseeing implementation plan.
5. Chief Executive's Directorate					
5.1	Let community centres to on-site management teams.	May 2015	In House	Head of Member Services	Wixams Community Centre transferred to the community in February 2013.
5.2	Redevelopment of Bus Station Area	April 2015	In House	Chief Executive	Project progressing to detailed work programme.

	Action Point	Proposed End Date	Resource Implications	Lead Officer	Progress
5.3	Redevelopment of Church Lane Neighbourhood Centre (Phase 2).	March 2015	In House	Head of Economic Development	The developer has now secured agreement for the provision of the Medical Centre on the site and for additional retail capacity. The Community Centre and existing shopping parade is to be refurbished with the development proceeds.
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.	November 2014	NHS campus closure grant (approximately £2.2 million) Market rent for land	Assistant Director (Adult Services)	The land is now leased to the Housing Association on a 90 year lease at £58,000 per annum (rent commencing upon development completion). The Housing Association have received the grant from the PCT. Legal documents were completed November 2013 and the re-development commenced in January 2014.
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 (Adult Services)	Tender process did not secure an operator. Options for future delivery now being reviewed.
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 (Adult Services)	Completed.

Action Point		Proposed End Date	Resource Implications	Lead Officer	Progress
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 Hub	Head of Property Services	Completed.
6.6	Complete refurbishment of The Higgins Museum and Art Gallery.	April 2013	Lottery funding and capital programme	Head of Leisure & Culture	Completed. There are some outstanding issues related to the building and fit out contracts that are currently being resolved.
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.	April 2014	Substantially site funded	Head of Leisure & Culture	Café conversion and building maintenance work underway. Mill due to re-open in April 2014
6.9	Review service delivery options, giving regard to investment/maintenance requirements.	February 2014	In House	Head of Leisure & Culture	Completed.

Action Point		Proposed End Date	Resource Implications	Lead Officer(s)	Progress
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.	Head of School Organisation, Planning & Support Services	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	Head of Specialist Client Services	Completed.
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	Fourteen properties to be leased to third party providers following tender process. Tenancies at will agreed on all sites permitting occupation. Solicitors instructed to complete formal leases on all sites.
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 (25 Academies and 18 Trusts).

Action Point		Proposed End Date	Resource Implications	Lead Officer(s)	Progress
8. Environment and Sustainable Communities					
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	Assistant Director (Highways)	Service led review of Depot facilities has been completed. Options are being developed and a final solution is to be determined to coincide with the conclusion of the existing Amey contract in 2016.
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, Regulatory and Recreational Services)	<ul style="list-style-type: none"> Pitches and changing facility works completed at Addison Howard Park, Hillgrounds, Moor Lane, Jubilee Park, Bedford Park and also at Mowsbury Park. On-going works progressing at Allen Park (cricket hub), Mowsbury Park and Southfields. A playing pitch study has been commissioned which will provide an improved evidence base for further phases of the Section 106 programme.

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	<p>Completed. Specifically:</p> <ul style="list-style-type: none"> • Parking Shop has now relocated to 26 Cauldwell Street. • Multi-agency Service Hub (MASH) has occupied 1st and 2nd Floors above 23 -27 Allhallows. <p>26 Harpur Street (former parking shop) is now vacant and long term options are now being considered.</p>
8.5	Dedication of additional country parks as part of major new housing developments.	March 2016	S106 dedications	Assistant Director (Environment, Regulatory and Recreational Services)	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 2016	Capital Programme	Head of Environment	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.

Action Point		Proposed End Date	Resource Implications	Lead Officer(s)	Progress
8.7	Review of waste disposal options and increased provision for recycling.	March 2017	In House	Head of Environment	<ul style="list-style-type: none"> 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 with Shanks this year 2014.
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)	<ul style="list-style-type: none"> A revised CPO for Land Acquisition was issued on 6 February 2014. Negotiations with landowners/developers are ongoing.
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 commenced; 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.

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 reduction in CO2 emissions.	Continuing Requirement	In House and external advisers (partly self- financed and partly financed through the capital programme)	Head of Environment	MITIE are currently completing tranche 1 of a 2 tranche plan under the Re:Fit Programme. 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	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 and ensure on-going compliance with Central Government's 'Highways Maintenance Efficiency' (HMEF) Programme.	Continuing Requirement	Existing Budgets	Assistant Director (Highways)	The capital and revenue programme for scheme implementation has been agreed and is being delivered.
9. Finance & Corporate Services					
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).	June 2016	In House	Head of Property Services	Development agreement completed and exchanged; planning permission granted; and the demolition of the Town Hall and Riverside House commenced in March 2014.

Action Point		Proposed End Date	Resource Implications	Lead Officer(s)	Progress
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.
10. Supplementary Actions (Additional Actions since 1 April 2012)					
10.1	Prebend Street Car Park.	December 2013	In House	Director of Finance & Corporate Services	Completed.
10.2	Refurbish toilets and a kitchenette at the Kempston Centre.	March 2014	Adults existing resources	Assistant Director (Adult Services)	Completed.
10.3	Development of employment land at Bedford River Valley Park.	March 2016	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.	March 2015	In House/Pan Bedfordshire Group	Head of Property Services	Action to be developed as part of Pan Bedfordshire group.
10.5	Review significant areas of under utilised open space and other assets, and establish a maintenance protocol	March 2015	In-house	Head of Property Services /Assistant Director (Environment, Regulatory and Recreational Services)	Land data to be developed.
10.6	Invest to save – Street lighting and water management.	March 2016	In-house and external advisers	Head of Highways & Head of Environment	<ul style="list-style-type: none"> The Council has become the first local authority to sign the Anglian Water Promise. Trials with LED street lighting underway in the financial year 2013/ 2014.

Action Point		Proposed End Date	Resource Implications	Lead Officer(s)	Progress
10.7	Development of a renewable energy park(s) on a council owned site(s).	March 2016	In House and external advisers	Head of Environment /Head of Property Services	Identifying potential sites in the Borough to carry out appropriate project appraisal studies in relation to them.
10.8	Review Options (inc potential disposal) for former Putnoe Lower and Abbey Middle Schools.	September 2014	In House	Head of Property Services	Review has commenced.
10.9	Implement approved actions within the School Capital Investment Plan (2013/2014 to 2016/2017) approved by the Executive 12 February 2014 and identifying investment totalling £48.394 million.	March 2017	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. 	Head of School Organisation, Planning, and Support Services	Specific work streams include: New Schools – Kempston Rural and Wootton Lower (Fields Road site). Completion of contractual works at – Bedford Academy; Shortstown Lower; Great Denham Primary. Extensions at Scott Lower; Shackleton Lower; Castle Lower; Lakeview Lower; Great Denham Lower; Goldington Green Academy; Replacement of all temporary classrooms, and; Establishment of a fund for schools with expanding future catchments.
10.10	Develop Property Debt Collection Policy as addendum to corporate Fair Debt Collection Policy	March 2015	In House	Head of Property Services / AD (Revenues Benefits & Customer Services)	Action to commence.

Action Point		Proposed End Date	Resource Implications	Lead Officer(s)	Progress
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.	September 2015	In House/Consultancy resource if required	Head of Property Services/Head of Economic Development	Action to commence.
10.12	Re-examine the established Estate Strategy for all Borough owned residential units with a view to maximising value in use.	March 2015	In House	Head of Property Services	Study will consider all future options in light of current legislation and the requirement to maximise use of all residential sites.
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 (Adult Services)	Requires extension of Borough comprehensive facilities management role 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 (Adult 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 to be put in place initially, from April 2015.
10.15	The consolidation of all 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	Agreement and approval obtained. Delivery in progress.

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 (2012 – 2014)	MEDIUM TERM (2014 – 2017)	LONG TERM (2017+)
1.	General		CAP Action Plan (AP)		
	Offices	Consolidate teams in Borough Hall (and fewer ancillary buildings) – consider options for mobile working if operationally feasible.	AP 4.1, 4.2, 4.3 & 4.4		
2.	Children’s Services, Schools and Families				
	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	On-going 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 (2012 – 2014)	MEDIUM TERM (2014 – 2017)	LONG TERM (2017+)
3.	Adult Services – Community Care Services				
	Older people	On-going 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		
4.	Adult Services – Leisure and Culture				
	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 (2012–2014)	MEDIUM TERM (2014 – 2017)	LONG TERM (2017+)
5.	Environment and Sustainable Communities				
	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		
6.	Member Services				
	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 (2012 – 2014)	MEDIUM TERM (2014 – 2017)	LONG TERM (2017+)
7.	Property Services				
	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		