

BEDFORD BOROUGH COUNCIL

ASSET MANAGEMENT PLAN

2024/2025 – 2027/2028



ASSET MANAGEMENT STRATEGIC PRIORITIES

The Asset Management Plan (AMP) outlines the actions we will take in order to deliver on the objectives and priority outcomes that are detailed in Bedford Borough Council's Corporate Asset Strategy 2024/2025 - 2027/2028.

The plan highlights specific actions, alongside what they will deliver, by when and which service area is responsible for their completion. While a specific service area has been nominated, many of the actions will involve input from other council departments, partner organisations and local residents and businesses.

The action plan will be reviewed and updated on a regular basis to ensure it stays relevant and focused. Where appropriate, new actions will be added and current ones updated to reflect the Council's ambitions and work packages that are expected to take place in future years. In addition to the AMP, the work undertaken is also underpinned by a number of service specific KPIs that guide and benchmark the work undertaken by Property Services.



ASSET MANAGEMENT PLAN: CORPORATE LANDLORD

REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
CL1	Develop and embed a robust governance structure for decision-making for all strategic property matters.	A functional Strategic Asset Group that meets monthly and an Investment Board that meets quarterly.					✓	Chief Executive
CL2	Review and implement a restructure of Property Services.	An efficient and effective service that is resourced to meet the objectives and Statutory/regulatory responsibilities of the Council in relation to its property assets.		✓				Chief Executive
CL3	Continue regular engagement with the Mayor and portfolio holders to ensure that they are properly briefed in relation to property matters.	Regular portfolio holder meetings and briefings to Cabinet.					✓	Head of Regeneration, Property and Local Economy

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REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
CL4	Develop a set of key metrics for measuring and evaluating the performance of an asset, with an associated tracker tool to continue to measure performance.	Property Services asset evaluation tool and associated process.					✓	Assets and Development
CL5	Implement a continual cycle of robust asset challenge to evaluate the strategic purpose and performance of each asset.	An agreed strategy together with identified risks and opportunities associated with each asset.					✓	Assets and Development
CL6	Implement and monitor a disposal programme for properties identified as surplus and/or having development opportunity through asset challenge, involving consultation with other council departments, plans and partners.	The capital receipts targets established within the Capital Programme.					✓	Assets and Development

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REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
CL7	Continue to develop Concerto as the asset management line of business system to ensure that data relating to the Council's property assets is accurate and accessible and that system is used to streamline property related processes.	Fit-for-purpose and easy to use system to support asset management, data collection and decision making around council assets.					✓	Assets and Development
CL8	Complete an annual programme of asset valuations.	Completion of Property Services internal audit actions.					✓	Estates
CL9	Roll out the updated Building Managers' Handbook and provide appropriate training for building managers.	Launched Building Managers Handbook with planned intervals for review and associated training programme for relevant officers.					✓	Building Services and Facilities Management
CL10	Develop and review the Council's property related policy framework.	A relevant and robust policy framework to guide the use and management of assets.					✓	Building Services and Facilities Management

ASSET MANAGEMENT PLAN: STRONG COMMUNITIES

REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
SC1	Identify and programme works required to meet Care Quality Commission requirements for in house Adult Social Care services.	Fully funded and prioritised programme of works.					✓	Adults' Services
SC2	Identify opportunities within development arrangements for provision of Adults' Services sites.	Agree with colleagues in Adults' Services the level of provision needed to fulfil their service requirements.	✓					Adults' Services
SC3	Identify and review the use of spaces that have been recommended by children's services for schools, Social, Emotional, and Mental Health facilities and alternate provision.	Agreed business case to deliver the provision for children with SEMH needs.					✓	Children's Services

ASSET MANAGEMENT PLAN: STRONG COMMUNITIES

REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
SC4	Explore opportunities to support the delivery of a new Care Home Facility at 80 Bunyan Road for Children's Services.	Approved capital budget.	✓					Children's Services
SC5	Explore opportunities to support the delivery of new spaces for Semi-Independent Accommodation.	Approved capital budget.	✓					Children's Services
SC6	Monitor and report on school capacity and provide feedback to the DfE through the school capacity survey and capital spend survey.	Up to date data set for school capacity and future requirements.					✓	Assets and Development

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REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
SC7	Work with the Early Years Service to facilitate the development and opening of Family Hub within Bedford Town Centre.	Bedford Town Centre Family Hub.	✓					Children's Services
SC8	Deliver the Temporary Accommodation Acquisition Strategy.	Agreed programme of acquisitions, subject to the available capital funding.					✓	Housing, Homelessness and Customer Contact
SC9	Assist in reviewing and developing investment plans for Council owned leisure centres and sports facilities and to work with colleagues and partners to realise the objectives of the Leisure Strategy for the Borough when adopted.	To be finalised with approval of leisure strategy.						Leisure and Culture

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REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
SC10	Support the Environment Department in the delivery of the Depot Rationalisation project and determine best uses for surplus depots.	Actionable programme for the rationalisation and development of our depot assets.	✓					Environment
SC11	To review options on the future recycling requirements/ capacity of the Householders Waste Recycling Centre (HWRC/ Tidy Tip) taking into account the location of the current site and impact of queuing traffic on Barkers Lane due to demand along with the significant growth across the borough, the requirements of the Environment Act 2021 and pressure on this single site in the centre of Bedford.	Increased capacity within Bedford Borough depots for new food waste collection vehicles.		✓				Environment

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REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
SC12	Support the plans and priorities outlined in the Council's Cultural Strategy in order to develop the local cultural offer, including investment in Bedford Borough Libraries and Bedford Corn Exchange.	Investment in and forward planning for Bedford Borough Libraries and the Bedford Corn Exchange Complex.					✓	Leisure and Culture
SC13	Provide support and guidance that will enable the Council to achieve the ambitions detailed in the emerging Community Centres Strategy.	Advice and support that will help to inform and make decisions on the future of Community Centres in Bedford Borough.					✓	Community Engagement

ASSET MANAGEMENT PLAN: CARBON REDUCTION

REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
CR1	Use the Net Carbon Route Maps and Asset Challenge results to develop a pipeline of projects and an investment plan to reduce the CO2 emissions of our operational estate to deliver the objectives in the Carbon Reduction Delivery Strategy.	A priced delivery plan that will inform prioritisation within the Repairs and Renewal Programme and potential funding bids.					✓	Assets and Development
CR2	Work with officers to identify additional sources of funding and implement a carbon reduction programme linked to the Schools Capital Maintenance Programme.	<p>Increase in the amount of funding to deliver a school decarbonisation programme.</p> <p>Specific amount to be determined by grant conditions.</p>					✓	Assets and Development
CR3	Proactively maximise opportunities for external funding to meet our ambitions around carbon output reductions.	Preparatory reports and studies completed and application submitted to the PSDS for SALIX or other funding opportunities e.g. Swimming Pools Support Fund.	✓					Assets and Development

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REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
CR4	Fully deliver and complete the retrofit programmes at Eileen Wade, Brookside Care Home and Kings Oak Primary School.	Increased energy efficiency in line with the reduction plans submitted as part of our PSDS application.	✓					Building Services and Facilities Management
CR5	Where energy savings can be made, introduce more efficient materials and technologies through our day-to-day and reactive maintenance programmes.	An increase in the energy efficiency of our estate outside of the planned programme to help deliver quick win opportunities.					✓	Building Services and Facilities Management
CR6	Fully deliver and complete the retrofit programmes at Kempston Swimming Pool.	Increased energy efficiency in line with the reduction plans submitted in our Swimming Pool Support Fund application.	✓					Building Services and Facilities Management
CR7	Council-led new build properties and acquisitions to align with 'greener' environmental requirements and standards.	Newly built and acquired properties to contribute to our net-zero ambition, rather than presenting new obstacles.					✓	Building Services and Facilities Management

ASSET MANAGEMENT PLAN: CARBON REDUCTION

REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
CR8	Review the Energy Performance Certificates (EPCs) for the Investment portfolio and Commercial Estate to identify properties falling below the Minimum Energy Efficiency Standards. Implement investment programme to bring those properties above the threshold.	Investment Portfolio and Commercial Estate that meets Minimum Energy Efficiency Standard (E until 2027, C until 2030, B going forward).	✓					Estates

ASSET MANAGEMENT PLAN: LOCAL ECONOMY

REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
LE1	Working in partnership with Goodman complete the outstanding infrastructure and disposal of remaining plots identified for sale at Bedford Commercial Park.	Budgeted capital receipts, increased Business rates income and employment.		✓				Assets and Development
LE2	Complete disposal of development plots at Fairhill, subject to the requirements of East West Rail.	Budgeted capital receipts, increased Business rates income and employment.		✓				Assets and Development
LE3	Progress and complete the disposal of employment sites allocated in the draft Local Plan 2040 at Interchange Park and Black Cat.	Budgeted capital receipts, increased Business rates income and employment.			✓			Assets and Development

ASSET MANAGEMENT PLAN: LOCAL ECONOMY

REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
LE4	Deliver the commercial development projects at Bedford Commercial Park and Fairhill.	Additional rental income targets, increased business rates and employment.		✓				Assets and Development
LE5	Work with bpha and other housing associations to deliver mixed tenure housing developments, giving consideration to sites with adjoining land ownerships.	Pipeline of development opportunities that contribute to meeting Local Plan Housing targets and budgeted capital receipts.					✓	Assets and Development
LE6	Lead and deliver the Mayes Yard regeneration scheme as identified in the Vision and Capital Delivery Programme for Bedford and Kempston Town Centres and draft Local Plan 2040.	Land acquisition, selection of a development partner, planning consent, completed development and revenue return.				✓		Assets and Development

ASSET MANAGEMENT PLAN: LOCAL ECONOMY

REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
LE7	Lead and the Grange and Addison Howard Park improvements as identified in the Vision and Capital Delivery Programme for Bedford and Kempston Town Centres.	Remodelled Grange for use by community and park improvements.		✓				Assets and Development
LE8	Lead and deliver the Howard Centre revitalisation as identified in the Vision and Capital Delivery Programme for Bedford and Kempston Town Centres.	Revitalised Howard Centre.		✓				Estates
LE9	In partnership with the head lessee and Kempston Town Council, lead and deliver the Saxon Centre masterplan and public realm improvements as identified in the Vision and Capital Delivery Programme for Bedford and Kempston Town Centres.	Refurbished and revitalised Saxon Centre.		✓				Estates

ASSET MANAGEMENT PLAN: LOCAL ECONOMY

REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
LE10	Work with Economic Growth & Development to support the delivery of non-property led projects the Vision and Capital Delivery Programme for Bedford and Kempston Town Centres.	Property related elements required to deliver the Vision.					✓	Economic Growth and Development
LE11	Support the delivery of the Wixams train station.	Required property advice and support to deliver project.		✓				Environment
LE12	Explore opportunities to acquire assets at the Aspects Leisure Centre site in order to bring forward a residential and commercial development opportunity.	A residential, commercial or mixed-use development programme for the site.					✓	Assets and Development

ASSET MANAGEMENT PLAN: LOCAL ECONOMY

REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
LE13	Lead on and drive forward the Prebend Street Quarter regeneration project, including the residential development opportunity.	Wider area regeneration incorporating residential development and capital receipt generation		✓				Assets and Development

ASSET MANAGEMENT PLAN: EFFICIENT OPERATIONS

REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
EO1	Develop and implement a 5-year capital planned maintenance programme for the non-school estate based on the Maintenance Policy, condition surveys and identified service priorities.	Planned and well-prioritised 5-year maintenance programme with opportunities for regular review.					✓	Assets and Development
EO2	Develop and implement a 5-year capital maintenance programme for maintained schools based on the Maintenance Policy, condition surveys and identified service priorities.	Planned and well-prioritised 5-year schools maintenance programme with opportunities for regular review.					✓	Assets and Development
EO3	Proactively monitor and regularly liaise with Central Bedfordshire Council to ensure that the Council receives the payments due under the Disaggregation Agreement 2014.	Capital and revenue receipts due under the Agreement.					✓	Assets and Development

ASSET MANAGEMENT PLAN: EFFICIENT OPERATIONS

REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
EO4	Conduct condition surveys across 20% of our operational estate and multi-let properties each year to enable us to plan our property maintenance programme more effectively.	Up-to-date condition data available for 20% of the operational estate and multi-let properties.					✓	Building Services and Facilities Management
EO5	Reduce the annual cost of reactive works by forward planning our maintenance programme more effectively.	5% reduction in reactive, unplanned maintenance cost per year.					✓	Building Services and Facilities Management
EO6	Review the current Planned Preventative Maintenance contracts in terms of specification and scope to reduce the number of suppliers and achieve value for money.	A cost effective and efficient contract framework for Planned Preventative Maintenance.					✓	Building Services and Facilities Management

ASSET MANAGEMENT PLAN: EFFICIENT OPERATIONS

REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
EO7	Proactively manage the Council's commercial and agricultural estates to maximise income.	Achieve the council's income generation targets.					✓	Estates
EO8	Continue to deliver efficiencies through improved occupation and effective space utilisation at Borough Hall, recognising changes that occur in working practices.	Optimised office space and fit for purpose working environment provided for our staff.					✓	Building Services and Facilities Management
EO9	Review the use of the ground floor and council suite meeting rooms and develop a strategy for developing these to generate and income stream.	Increased utilisation of the meeting rooms and increased income from external hiring.					✓	Building Services and Facilities Management
EO10	Review the catering offer within Borough Hall to ensure that it meets the needs of users and that income generating opportunity is maximised.	Fit for purpose and income generating catering offer.					✓	Building Services and Facilities Management

ASSET MANAGEMENT PLAN: PARTNERSHIP WORKING

REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
PW1	Continue to work with partners to deliver the One Public Estate (OPE) Programme and respond to future funding opportunities.	Active monitoring of the programme outputs and timely returns to the LGA.					✓	Assets and Development
PW2	Support the finalisation of the Design Codes for South of the River and Ford End Road.	Adopted SPD that reflects Council priorities and creates a policy.		✓				Assets and Development
PW3	Through the BLMK ICS Capital and Estates Working Group, ensure that there is proactive working with NHS partners at the strategic level on estates related matters.	Clear understand of the strategic plans within BLMK ICS and opportunities for collaboration on estates related matters identified and progressed.					✓	Head of Regeneration, Property and Local Economy
PW4	Work collaboratively with partners in order to progress the Bedford to Milton Keynes Waterway Project.	Effectively exploit the potential and benefits of the Waterway Park.		✓				Assets and Development

ASSET MANAGEMENT PLAN: PARTNERSHIP WORKING

REF	WE WILL DO	WE WILL DELIVER	BY THIS DATE					LEAD
			2024/25	2025/26	2026/27	2027/28	Reviewed Annually	
PW5	Through the Pan-Bedford Estates Group proactively work with public sector partners to identify opportunities for collaboration on property issues and sharing estate.	Clear understanding of the strategic priorities for each partner and opportunities for collaboration/sharing progressed.					✓	Head of Regeneration, Property and Local Economy
PW6	Collaborate with the ICB to deliver the Outline Business Case (OBC) for the Kempston Medical Hub.	Agreed OBC for Kempston Medical Hub.	✓					Assets and Development
PW7	Collaborate with the ICB to deliver the new GP surgery at Great Barford.	Fully funded business case followed by completed surgery building.		✓				Assets and Development
PW8	Collaborate with the ICB to deliver the new GP surgery at Wootton.	Fully funded business case followed by completed surgery building.			✓			Assets and Development

Finding out more

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