
Bedford Borough Corporate Asset Plan

2019 - 2023



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Foreword

Like all public services, Bedford Borough Council faces significant economic challenges in uncertain times, so it is imperative that we ensure our land and property assets are used to support our corporate ambition for the Borough to be a place to grow. We recognise that we need to work hard to proactively manage our resources – including our land and property – and this Corporate Asset Plan clearly sets out how we intend to achieve this.

Alongside other corporate plans and strategies, the Corporate Asset Plan (CAP) sets out 6 clear priorities to ensure we act as a responsible landlord, landowner and partner dedicated to ensuring public services are delivered efficiently and effectively. We are committed to working with our partners to exploit opportunities to share premises and reduce costs to the tax payer, and this Plan provides the necessary framework for delivering effective asset and estate management.

Of key importance is how the CAP assists our Growth Plan to realise economic development and regeneration opportunities, thereby creating wealth and place-shaping opportunities throughout the borough.

As a responsible landlord the Council is committed to reducing the environmental impact of its estate and the Plan shows how we will be building on our £3.5m carbon-reduction investment to ensure our commercial premises and council buildings continue to meet stringent environmental legislation.

Overall our aim is to provide value for money services at the right time, from the right property, in the right location and this Plan and its associated action plan will ensure we continue to focus on excellent service delivery to the Borough's residents, visitors and businesses, contributing towards Bedford becoming the place to grow.



Dave Hodgson

Dave Hodgson
Mayor of Bedford Borough

Our vision is to:

“ Create an efficient, fit for purpose and sustainable estate to deliver better-integrated public services across Bedford Borough, to support business and enable economic growth. In short, we will ensure that our property assets actively contribute towards the Council’s ambition of Bedford becoming the place to grow. ”

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Our Approach

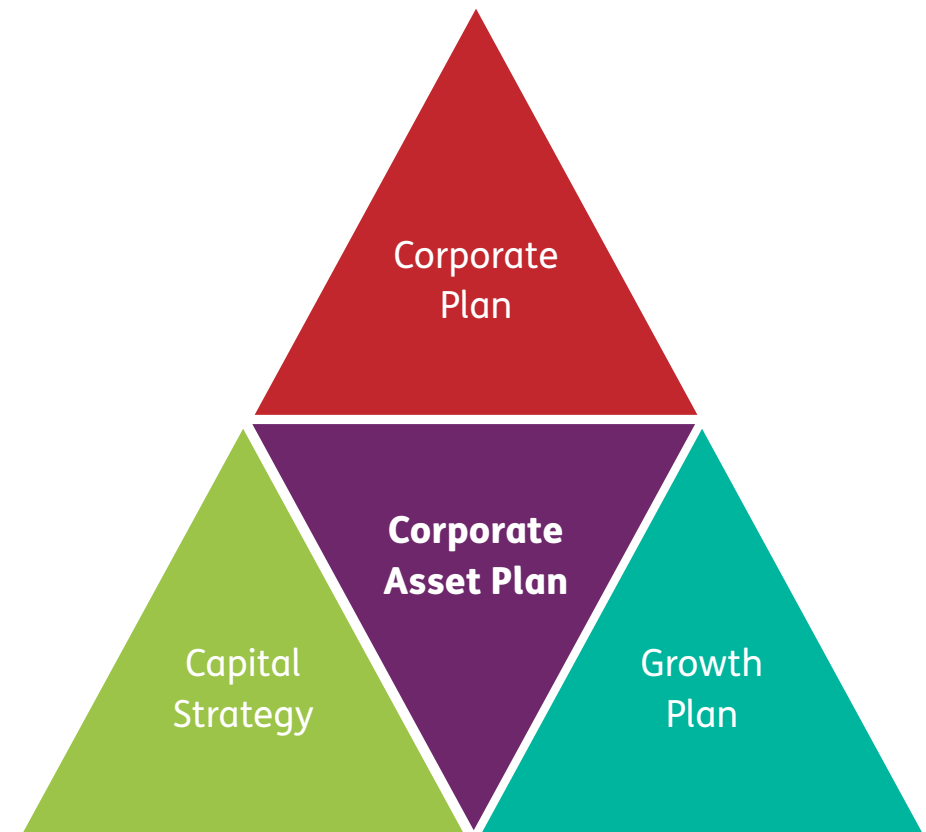
‘Strategic Property Asset Management is the process which aligns business and property asset strategies, ensuring the optimisation of an organisation’s property assets in a way which best supports its key business goals and objectives’

RICS Public Sector Asset Management Guidelines 2nd Edition

Our Corporate Asset Plan (CAP) priorities are driven by the Council’s key goals set out in the Corporate Plan 2017-22, which are to:

- Support people
- Enhance places
- Create wealth
- Empower people

The CAP will work alongside other Council plans and strategies to deliver these goals, in particular the Growth Plan 2018-2022 and the Capital Strategy 2019 -2022.



Our Priorities



Manage our assets strategically as a corporate resource and continue to embed the Corporate Landlord model



Support and empower local people by providing the right property, in the right place, at the right time



Provide value for money and secure efficiencies for the future



Support economic growth and regeneration by supporting and responding to local business needs



Work effectively with partners to maximise sharing and delivery opportunities



Reduce the environmental impact of our estate through initiatives such as energy reduction/efficiencies

Purpose and Aims

Purpose

The overriding objective of the CAP is to ensure that the Council's use of property assets will support the redesign and delivery of service priorities. The CAP provides an overarching document, underpinned by an action plan and a number of property related policies and strategies that together will work to ensure the vision becomes reality. Further information relating to these can be found at the end of this document.

Our Aims

The CAP and associated plans, strategies and policies set out the ways in which the Council will improve the quality and flexibility of the portfolio.

Property is a key resource and we are committed to ensuring that it is fit for purpose.

Our portfolio will be:

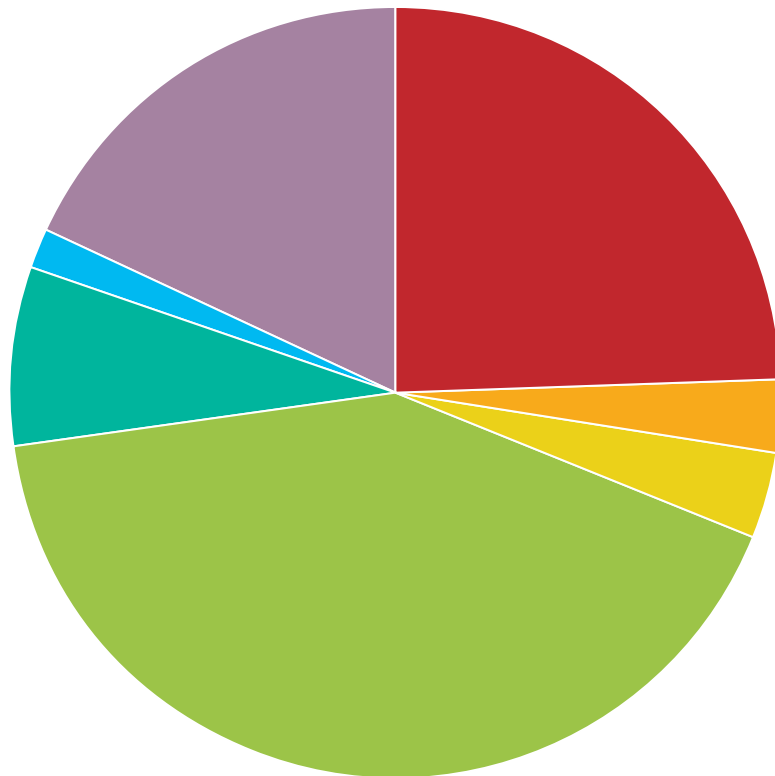
- Able to support and contribute to service delivery
- Commercially effective to realise a financial return
- Accessible for customers and staff
- Well-designed
- Efficient financially and environmentally
- Flexible and fully optimised
- Well-maintained

We will achieve this by:

- Working with services and partners to understand their needs
- Improving, releasing, adapting or replacing properties to meet our evolving needs
- Challenging services and partners to demonstrate their needs, adopt modern and flexible working practices and meet the corporate accommodation standards
- Ensuring our actions are consistent with council policy and governance arrangements

Our Assets

£415m total value of Bedford Borough Council's property assets



- Community £102m
- Corporate £13m
- Heritage £15m
- Education £173m
- Social Care £31m
- Other £7m
- Investment £74m



Over **750ha**
of woodland,
parks and
amenity land

60.7ha
land released for
employment use
since 2013

Creating a
projected
3,270
new jobs

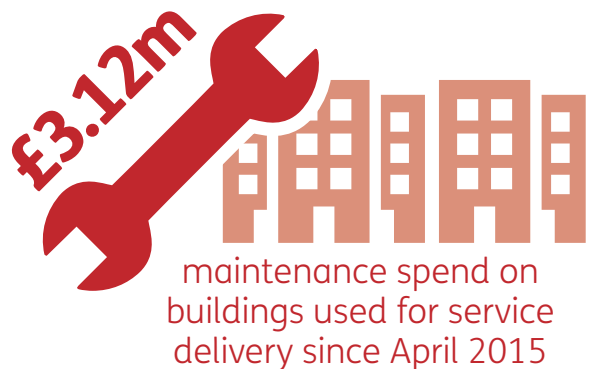


£5.7m
annual
running cost
for the
corporate estate

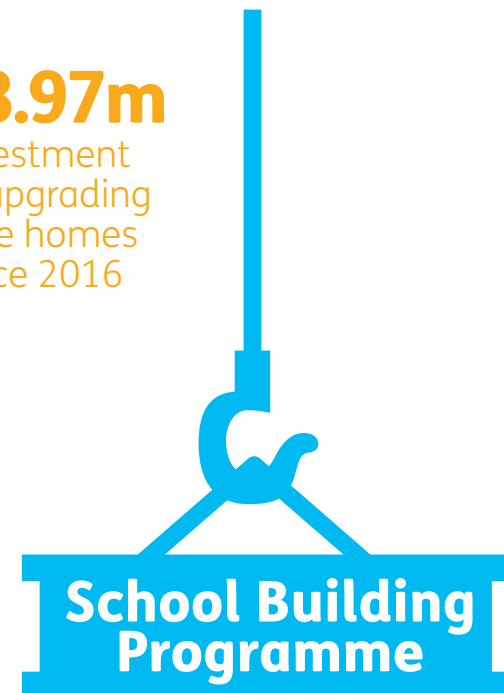


£0.64m
external
funding won for
One Public Estate
Bedford project

Our Assets



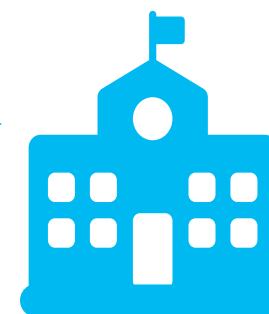
Planned to reactive maintenance ratio:



£78m spent over 3 years

2,745 additional places for pupils

58 school conversions under 3 to 2 tier programme



Our Recent Successes

Bedford Riverside



Mixed use development comprising cinema, hotel, restaurants/retail, residential, public square, footbridge and car park.

Schools Transformation



Conversion of 58 schools from 3 tier to 2 tier between 2015 and 2018.

Wolseley Business Park



Purchase of commercial business units and a 2 storey detached office building totalling 2,678 sq. m. providing additional rent income of £200k per annum.

Poplar Tree Court



18 bed supported living accommodation for adults with special needs built on site of former care home in partnership with Grand Union Housing Association.

Carbon Reduction Programme



Refit programme including installation of Solar Photovoltaic (PV) panels at several sites, a biomass boiler at Borough Hall and highly energy efficient LED lighting across the operational estate.

Bedford Commercial Park



18ha mixed use development in partnership with Goodman UK including warehousing, industrial, offices, 12 hi-tech starter units and 60 place nursery.

Our Priorities

Aims

Manage our assets strategically as a corporate resource

Support and empower local people

Provide value for money and secure efficiencies

Objectives

To plan and manage property as a strategic resource for the benefit of the people of Bedford.

To provide the right property, fit for purpose, in the right place, to meet current service needs and plan for the future.

To manage and maintain property effectively and efficiently together with optimising commercial opportunities.

Strategies

- Consolidate the Corporate Landlord model
- Continue to develop sound and effective corporate asset management planning
- Clear corporate decision making on all property matters
- Property budgets managed centrally to prioritise investment needs
- Property is integrated with other resources
- Ensure that property information is accurate, current, comprehensible and readily available
- Capital projects are managed effectively and efficiently to support Council goals
- Forward planning is targeted at delivering the Council's ambitions

- Ensure property is suitable and sufficient for service delivery
- Ensure that property is flexible and is planned to respond to future needs
- Ensure that property is secure, safe to use and fulfills statutory requirements
- Proactively work with services to understand their longer term requirements in order to plan for the future
- Work with Parish Councils and community organisations to build capacity and optimise the use of assets where beneficial
- Where appropriate, to support the transfer of assets in line with the Community Asset Transfer Policy

- Ensure that property is suitably managed within budget constraints
- Continuously challenge the use of assets including disposals where appropriate
- Seek efficiencies in occupancy and utilisation particularly through the introduction of Agile Working
- Challenge the cost of property activities to help drive performance management
- Proactively manage the Council's investment portfolio in order to maximise income
- Regularly monitor the performance of the Council's assets through KPIs
- Identify surplus assets available for development or re-investment

Our Priorities

Aims

Support economic growth and regeneration

Work effectively with partners to maximise sharing and delivery opportunities

Reduce environmental impact

Objectives

To use land and buildings to stimulate growth and development together with supporting local business needs and encouraging new business into the area.

To promote joint working in order to achieve service delivery benefits and secure efficiencies.

To reduce the environmental impact of our estate and contribute towards meeting the objectives of Bedford's Carbon Management (Reduction) Plan.

Strategies

- Use key assets to support the delivery of the Growth Plan. Use investment to create local employment and training opportunities and actively promote the use of apprenticeships
- Manage the commercial portfolio, effectively balancing regeneration needs, job creation and income generation
- Identify and deliver new development through the Property Investment and Development Fund
- Support the delivery of the One Public Estate programme to bring forward the regeneration of key town centre and edge of town centre sites
- Release land for housing development to contribute towards meeting housing targets within the Borough

- Work with other agencies to promote co-location and joint service delivery
- Work to support the integration of health and social care
- Continue to lead the One Public Estate, Transforming Bedfordshire Programme
- Work with the Council's housing company to bring forward viable housing developments
- Actively seek to share our own buildings with key partners
- Seek out joint venture and partnership arrangements to enhance our capacity to deliver
- Support our communities and partners engaged in delivering services on our behalf
- Develop strategic partnering to create a mixed economy of in-house and external provision to ensure value for money

- Ensure that property is as sustainable as possible in design, construction, operation and maintenance
- Reduce energy and water consumption and CO₂ emissions
- Using renewable energy solutions where viable
- Minimise waste
- Actively support and meet the targets set out in Bedford's Carbon Management (Reduction) Plan
- Implement policies to ensure environmental aspects are covered in all projects and maintenance programmes
- Proactively invest in our commercial estate to ensure that it meets the Minimum Energy Efficiency Standards and remains lettable

Key Strategies, Plans and Policies

The CAP will combine with a number of plans, strategies and policies to deliver the vision and priorities set out above.

These include:

Corporate

- Corporate Plan 2017-22
- Growth Plan 2018-2022
- Local Plan 2030
- Agile Working Policy
- One Public Estate Masterplan

Service Specific

- Carbon Management (Reduction) Plan
- School Improvement Strategy 2018-2021
- Green Space Strategy
- Transport Infrastructure Policy
- Parking Strategy
- Sports Development Strategy
- Housing Strategy
- Service Asset Management Plans

Financial

- Capital Strategy
- Value for Money Strategy
- Medium Term Financial Plan
- Procurement Strategy
- Risk Management Strategy

Property Related

- Corporate Asset Plan Action Plan
- Portfolio Performance Report
- Disposals Policy
- Community Asset Transfer Policy
- Property Investment and Development Strategy
- Surplus Property Protocol
- Borough Hall Letting Policy



Finding out more

If you would like further copies, a large-print copy or information about us and our services, please contact us at our address below.

Për Informacion

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برای اطلاع

Za Informacije

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Per Informazione

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للمعلومات



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