



Appendix A

# **CENTRAL BEDFORDSHIRE COUNCIL**

# **ASSET MANAGEMENT PLAN 2009/11**

October 2009

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## Foreword

I am delighted to present the Asset Management Plan for Central Bedfordshire Council. The plan is underpinned by a robust Capital Strategy that sets out the approach to the management of our assets and is framed within the context of the Council's Strategic Objectives from which the short, medium and long term improvement priorities have been determined with the Vision 'to improve the quality of life of all in Central Bedfordshire and enhance the unique character of our communities and our environment'.

Central Bedfordshire Council, as a new Unitary Authority, has made some demonstrable progress in establishing a solid foundation for the management of its assets but there is still a long way to go. This Plan, therefore, not only addresses the large scale building and development programme driven by extensive service delivery and corporate change programmes but also the need to develop further our corporate policies and procedures in relation to how we manage our assets. This is evidenced by our challenging and comprehensive implementation plan.

The Council appreciates that it is essential that the Asset Management Plan is delivered to exacting standards and within the timescales as set out in the implementation plan. The Council is fully committed to driving property as a valued and essential resource in achieving our service objectives.

The Council's approach to the management of its assets is set out in the form of guiding principles which will provide a platform from which our policies will be developed. These principles are as follows:

- The Council will ensure that all retained capital resources support and facilitate the Council's corporate and service delivery plans and make a positive contribution to the improved delivery of local public services
- The Council will give consideration to the wider requirements of Partnership Working and the community during the use and disposal of its assets
- The Council will manage and procure capital assets in keeping with best value principles to ensure value for money and will use its assets to assist in the regeneration of our towns and rural communities
- The Council will manage and provide assets that are appropriate and fit for purpose in terms of suitability, sufficiency, condition, cost and environmental impact
- The Council will identify and plan for the Council's future capital and related revenue requirements and make best use of the resources and opportunities available to meet future needs
- The Council will identify and pursue opportunities through the asset base for disposing of surplus and under performing assets to release latent value and service delivery benefits and to eliminate unnecessary asset related risk. The default position being disposal of non-operational assets unless there is reason for holding them.

Councillor Maurice Jones: Cabinet Member for Corporate Resources

## Executive Summary

### Introduction

The Executive Summary sets out how the delivery of the Asset Management Plan will assist Central Bedfordshire delivering their extensive reform and public service delivery agenda over the next few years. It outlines the Key Service Delivery Objectives and their property implications, a timetable for the strategic management of the plan and the role that senior officers and the property team need to play in the delivery and implementation of the Plan.

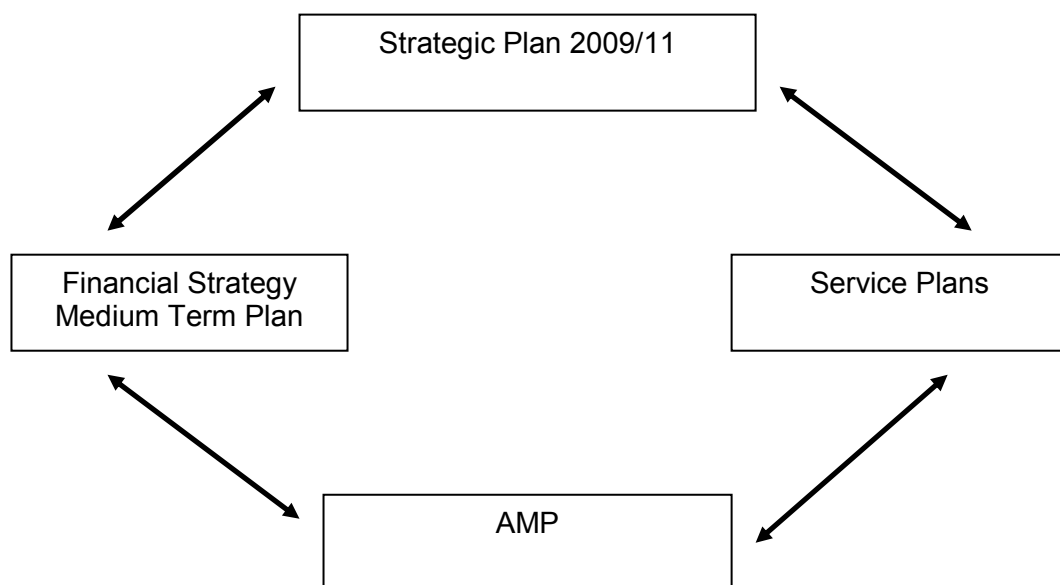
Central Bedfordshire Council (CBC) is committed to improving the way in which services are provided to the public and this is set out in the Strategic Plan 2009-11. The Council's services are delivered through four Directorates: Children Families & Learning, Customer and Shared Services, Social Care Health & Housing and Sustainable Communities. Asset Management sits within the Customer and Shared Services Directorate, but all Directorates have an active part to play to ensure the successful implementation of the Asset Management Plan if CBC is to meet its strategic goals.

Property assets play a key role in supporting and enabling the delivery of improved public services. This Asset Management Plan (AMP) takes into account the Central Bedfordshire Council's Medium Term Property Strategy 2009 – 12. CBC is setting the foundation for making the most efficient, effective and economic use of its property resources. An extensive work programme is set out at Appendix A.

### Corporate Planning and Organisational Framework

This AMP has been developed within the context of the Council's other corporate business, financial and service planning processes.

The flow chart below sets out the planning framework and its linkages to the AMP:



**Central Bedfordshire Strategic Plan** – Strategic Plan 2009-11 is the principal document driving forward CBC's improvement plans. Five Priorities have emerged from analysis of partner agencies, which have been agreed across Central Bedfordshire and are:

- Supporting and caring for an ageing population.
- Educating, protecting, and providing opportunities for children and young people.
- Managing growth effectively.
- Creating safer communities.
- Promoting healthier lifestyles

**Medium Term Financial Strategy** – this document sets out the Revenue and Capital Strategies to support and deliver the Council's strategic objectives and supports the **Medium Term Property Strategy 2009-11** – this document sets out how the Council will support and sustain excellent service delivery over the medium to longer term. Its aims are to:

- Ensure that property assets continually support the development and improvement of service delivery.
- Ensure that the management of, and investment in, property maximises value for money.
- Ensure that all Central Bedfordshire properties maximise their potential for benefitting customer outcomes.
- Ensure that the property services supply chain is high performing and cost effective at all levels.

**Service Plans** – these are 3 year 'rolling' plans and will be driven by the medium term plan which sets out corporate policy and high level financial parameters.

**Asset Management Plan** – the Capital Strategy is used to inform the detail within the AMP. The AMP therefore sets out a programme of actions and investments to protect, improve and optimise the effectiveness of the assets it holds.

The main aims of the Asset Management Plan are as follows:

- To ensure that all retained property resources support and facilitate the Council's corporate and service delivery plans as well as supporting the Medium Term Financial Strategy and make a positive contribution to the improved delivery of local public services;
- To manage and provide property that is appropriate and fit for purpose in terms of suitability, sufficiency, condition, cost and environmental impact;
- To identify and plan for the Council's future property services requirements;
- To develop sound and effective corporate asset management planning including Partnership Working with other Local and Public Authorities;
- To maximise efficiency gains and savings available through the Council's property resources and to use these resources to assist regeneration of towns within Central Bedfordshire; and

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- To identify and pursue opportunities through the asset base for disposing of surplus and under-performing assets, for releasing latent value and service delivery benefits, and for eliminating unnecessary property related risk. The default position being the disposal of non-operational assets unless there is good reason for holding them.
  - To maximise the use of the Council's Property Assets for the economic, environmental and social wellbeing of Central Bedfordshire's communities.

At a more general level, CBC's Use of Resources within corporate asset management need to be implemented over the next year to fulfil the CAA 'Use of Resources' asset management requirements under KLOE 2.3.

Combined financial and property planning must take place to produce integrated capital and revenue plans. This should result in linked property disposal and capital receipts plans, annual efficiency targets and co-ordinated investment plans.

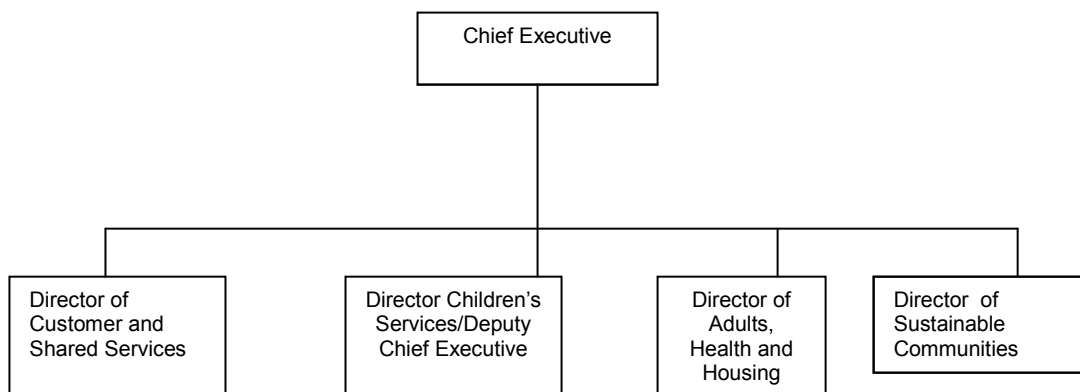
# 1. Introduction

## Local Authority Context

- 1.1 Central Bedfordshire is located on the northern fringe of London, with a population of just under 250,000. Its location places it 'on the edge' of other regional groupings such as East Midlands, South East and Eastern Regions. It is part of the Eastern Region.
- 1.2 The county has a local airport (Luton) and good north to south road rail links (the A1 and M1 go through the county), but east to west travel is more difficult, and there is concern that the area is seen as a place to travel through or commute from, rather than to stay and work in. Recent population growth has put pressure on transport infrastructure and the county is directly affected by the communities' plan which proposes a 35% increase in the number of homes cross the Milton Keynes-South Midlands area by 2031. It is critical that the Council, with its partners, responds effectively to this agenda.

## Organisation and Political Structure

- 1.3 CBC is Conservative controlled there being 54 Conservative Councillors, 11 Liberal Democrat and 1 Independent. The Council has a cabinet of 12 Councillors, including the Leader and Deputy Leader.
- 1.4 The Structure of the Corporate Management Board is shown below.



**Financial Context**

- 1.5** The Council will agree its medium term financial strategy and capital programme for 2010/11 at its February 2010 meeting. These are linked to its key strategic objectives, and take account of both local improvement priorities and national priorities.
- 1.6** The Asset management Plan is a key document which will have a significant impact upon future financial stability.



## **1.6 Disposal Strategy**

Where property assets are not meeting the Council's objectives either directly or through partnership arrangements, then a process of rationalisation and disposal for surplus property should be adopted that complies with the DCLG guidelines on Asset Management.

The Disposal Strategy will demonstrate that CBC is adopting a value for money approach to the rationalising or disposing of surplus or under-performing assets, subject to market conditions that may affect any such decision. Before any land or property is formally declared surplus requirements for use for other council purposes will be considered.

The Property disposals programme will be formed on the basis of the Disposals Strategy which will focus on maximising the proceeds from any disposal for the benefit of the local authority and its community.

## 2. Corporate Asset Management

### Corporate Asset Management Objectives

**2.1** The aims of the Asset Management Plan will develop sound and effective corporate asset management planning and the goals of this will include:

- A strong corporate asset management organisational framework with appropriate reporting, management and decision-making structures;
- Developing and delivering an annually refreshed Asset Management Plan;
- Informing, involving and consulting all relevant stakeholders and partners in the planning and management of the corporate property resource;
- Developing and implementing sound and effective asset management planning practices and procedures;
- Challenging the existing use, need and performance of all property assets;
- Monitoring and reporting on the performance of property and property services in support of continuous improvement;
- Providing and maintaining quality property management information;
- Compliance with Level 3 CAA Key Line of Enquiry 'Use of Resources' requirements for corporate asset management by 2010 and Level 4 compliance by 2011;
- To maximise efficiency gains and savings available through the Council's property resources; and
- To identify and pursue opportunities through the asset base for disposing of surplus and under-performing assets, for releasing latent value and service delivery benefits, and for eliminating unnecessary property related risk. The default position being the disposal of non-operational assets unless there is a good reason for holding them.(See the Council's Disposal Policy at Appendix B)  
The Council's underlying policy for the financial year 2009/10 is not to dispose of any key property assets due to the recession and its affect on property values.
- To assist the regeneration of the communities in Central Bedfordshire.

**2.2** Central Bedfordshire's Corporate Management Team's (CMT) responsibility for asset management will be discharged through the Corporate Asset Management Group (CAMG). The lead officer is the Director of Customer and Shared Services who chairs the CAMG. The CAMG reports to the CMT and to the Executive in its role as the member level decision-making body.

**2.3** The Council recognises that the delivery of effective asset management requires the support and integration of Service Directorates in supporting the framework. To assist this integration, the Council is establishing the Asset Management Working Groups (AMWG). This will be an

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officer group with representation from all front line and support Service Areas. The AMWGs will report directly to the CAMG.

## Responsibilities

**2.4 The Executive Committee** are the ultimate decision makers, agreeing and amending policy in relation to Asset Management.

**2.5 Central Bedfordshire Corporate Management Team (CMT):** has responsibility for the management of assets and will manage this through the Corporate Asset Management Group.

**2.6 Corporate Asset Management Group (CAMG):** The CAMG has the following responsibilities;

- Overseeing the development, monitoring and review of the Property Strategy and AMP
- Co-ordinating, making and reporting recommendations on all corporate asset management matters.
- Monitoring and co-ordination of the Capital Programme.
- Reporting to Corporate Management Team, reviewing property and projects against agreed targets.
- Reviewing the effectiveness of the corporate property function.
- Considering and recommending proposals for the future use of land and property for acquisition/disposal.

**2.7 Asset Management Working Group** This group will be led by Central Bedfordshire Council's (CBC) Asset Management and will have the following responsibilities:

- Chaired by the Head of Service, responsibilities include:
- Developing and implementing the Council's Property Strategy AMP under the direction of the CAMG
- Practical development and delivery of asset management practices and procedures,
- Promoting good asset management practice across the council
- Operational property management considering cross service issues and opportunities

**2.8 Central Bedfordshire Property Assets** – the responsibilities covered by Asset Management include supporting the strategic management of the estate, including policy development which encompasses the planning and delivery of land and property management, maintenance and development while monitoring the effectiveness of the assets in delivering to the performance standards required for service delivery.

In addition CBC Asset Management is responsible for specifying, letting, monitoring and reviewing any outsourced property services management contract, comprising property management services together with related professional and technical services as well as providing performance management arrangements for all property functions. In line with this CBC Asset Management is responsible for ensuring the Authority receives the appropriate property advice and facilitating the appropriate management structures and frameworks to enable effective property management.

**2.9 Audit Committee and Overview and Scrutiny Committee** -This body shall have the following responsibilities:

- Audit will have responsibility for monitoring the governance framework and risk in relation to the management of assets, and
- Scrutiny will have responsibility for monitoring performance in relation to the management of assets and the performance of the Corporate Asset Management Group.

## **Asset Management Practices and Procedures**

### **Setting and reviewing AMP objectives and strategy**

**2.10** The AMP will be reviewed and re-approved bi-annually to ensure alignment with the changing corporate and service objectives.

### **Asset planning and Service Asset Management Planning**

**2.11** The Asset Management Plan recommends further developments and improvements in practices and procedures to ensure that the Council manages its retained assets in line with 'best practice' corporate asset management and is identifying and providing for future accommodation needs. Key developments include:

- Production of a Corporate Asset Management Plan and systems for its review and revision
- Linked financial, service and asset planning
- Establishing an Annual Corporate Property Review system – this will be fundamental to the development of future corporate and service based asset management.
- Further developing performance management systems for property assets.
- Updated planned maintenance procedures - improvements are already underway with the prioritisation and targeting of expenditure to address legislative and health and safety risks

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- Extension and refinement of existing acquisition and disposal protocols and strategies to ensure consistency across the Council, and
  - Consideration of incentives to encourage greater efficiencies in the use of property by all service areas
  - Ensuring the Council achieves best value from its assets

### **Annual Corporate Property Review Processes**

**2.12** An integral part of the review of the AMP will be the development of a formal Annual Property Asset Review. In the initial stages of the AMP this will provide the principal means for updating and collecting information about existing assets (e.g. suitability, condition, sufficiency, costs/values, use). As the system develops, it will help to identify future accommodation needs and will support the identification of surplus and/or under-performing assets. Inherent in the review will be the identification of opportunities for more effective, efficient and/or shared use of assets, which will inform:

- the acquisition and disposal strategies
- property related capital and revenue planning and
- provide a means for consulting with internal clients

### **Capital Planning**

**2.13** Internal CBC Guidelines to link capital project planning and selection to corporate and service priorities and objectives. Developing and improving processes further will now be enabled through the corporate asset management framework. Common processes and procedures are required in order to provide a consistent and co-ordinated approach for planning and managing all aspects of acquisition, investment, disposal, project selection and management.

### **Efficiency Gains and Savings**

**2.14** The Annual Corporate Review System helps identify opportunities for securing efficiency gains and savings through the property resource.

**2.15** In addition, the collection of reliable information on the efficiency of Council buildings will provide a basis for more informed decision-making, and will highlight inefficient buildings that can be considered for rationalisation.

### **Planned Maintenance Programmes**

**2.16** The Council's property maintenance requirements will be established by annual site visits and condition surveys.

- 2.17** In planning for the future, the Customer and Support Services will set out priorities that should be addressed in coming years and combine resources with Service Directorates to provide a more effective maintenance programme. The programme will be set out over three years and this is intended to be a rolling three-year programme to reflect the priorities.
- 2.18** The Council also wishes to address the following:
- Early consultation with Service Directorates in order that the programme can be well prioritised and planned. This will be easier as a provisional three-year programme has been set out;
  - Annual review of corporate priorities, with subsequent review with Service Directorates to understand their priorities;
  - Enhanced provision for preventative maintenance; and
  - It is hoped to introduce a rolling programme of condition surveys to coincide with the 20% per annum of valuations.
  - Cost in use plus environmental impact of each building is collected and used to prioritise work.
- 2.19** In addition, work has started on how central funds can be matched with funds devolved down to establishment level, in order to ensure maximum effectiveness of spending.
- 2.20** The introduction of these measures will enable the Council to start addressing the backlog of maintenance within some of the operational facilities.

### **Procurement (property and property services)**

- 2.21** CBC will carry out a review of the supply chain to establish a more effective procurement process for the maintenance and development of the assets. The aim is to establish a system that improves the delivery of service in terms of response times, reliability, quality and economy. This review will involve consultation with Service Directorates and representatives from the supply side.

### **Accommodation for the Future**

- 2.22** As part of the approach to improving space utilisation, the Council is seeking to introduce more flexible working. Experience elsewhere shows that the introduction of flexible working approaches are most successful where there is a service rationale for changes to be made which are then facilitated by property solutions. There is now close liaison through the Total Place project with Luton Borough Council to form a pathfinder project for co-location of accommodation between all public bodies within our two areas and for Partnership Working. As a first step, a usage survey is to be undertaken to identify which of the following 7 categories each function across the Council fits into:
- Office based worker - fixed desk worker

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- Field worker - worker relying almost exclusively on mobile technology
  - Home worker – fixed home worker
  - Mobile touchdown – a user who divides time between the office and working in itinerant locations, who can access work via touch down location in the office where mobile devices can be uploaded
  - Home touchdown – a user who divides time between home working and working in itinerant locations, who can access work via a home terminal where mobile devices can be uploaded.
  - Occasional home worker – a user who needs to be in the office at least part of the week but can work from home on certain days
  - Ad hoc/mobile/remote users – a user who is based in multiple locations and needs to work in each of these locations

The second step is to establish office standards that link to each of the above categories which will cover technology requirements as well as space standards and provide opportunities for Partnership Working.

### **Performance Management**

- 2.23** There has been little data collected to date about the performance of the Legacy Council's property assets or its property services. New measures and Benchmarking facilities are being developed to help to underpin the actions that will be introduced to develop a stronger performance management approach in the use, management and procurement of the Council's assets.
- 2.24** The data to be collected will be used to inform the future use of property for the Council. Integrated performance data for sufficiency, suitability and condition will be held for all CBC's Schools in an Schools Asset Management Plan.
- 2.25** Property Assets will engage with Directorates to establish performance standards for property. At the highest level these will address suitability, sufficiency, condition, cost and environmental impact.
- 2.26** These measures will be amalgamated to provide a combined assessment of the performance of property resource in line with both corporate and service objectives.
- 2.27** In relation to the performance, a matrix will be developed to assess the effectiveness of delivery in key areas. This matrix will address the delivery of the services at operational level. Performance will be monitored to establish the effectiveness of service delivery in relation to cost, time and quality and customer satisfaction.

**2.28** Performance monitoring is required in the four key areas of:

- Asset management plan
- Capital Programme Management
- Repair and Maintenance Management
- Property Services Provider Performance

All areas are to be reported quarterly to CAMG with quarterly reporting to CMT and the Executive. It is proposed that the quarterly cycles should be the same as those for financial reporting.

### **Asset Management Plan**

**2.29** The Asset Management Plan will be refreshed annually and it is envisaged to undertake a full review every 2 years.

**2.30** As asset management matures, the reporting areas will include other areas such as:

- Improvement of the asset base for better alignment with service delivery
- Performance of property, e.g. Energy effectiveness

### **Capital Programme Management**

**2.31** Quarterly progress reports will be submitted to CAMG reflecting on the delivery of the capital programme against the approved programme. Management actions are to be activated at this level and full regular reports on the capital programme progress and delivery will be reported through the asset management framework to CMT and the Executive.

**2.32** The capital programme progress report will be read in conjunction with performance reports from Property Assets. These will cover non-financial issues relating to the delivery of the property elements of the capital programme, such as the impact of project delivery on the suitability of properties affected.

### **Repair and Maintenance Management**

**2.33** Quarterly progress reports will be submitted to CAMG reflecting on the delivery of the repair and maintenance against the approved programme. This will be a consolidated report of all expenditure on maintenance, whether financed from revenue or capital. Reports to CMT and Executive will summarise the management actions taken by CAMG since the last report. In addition to reporting on expenditure, the report will identify the effect of the programme delivery on the suitability of the properties affected.



### 3. Statement of Existing Estate

#### Summary Overview of LA Asset Base

3.1 In 2009 the Council's asset base consists of over 7000 Properties (land and buildings) with a total asset value of over £1.5 Billion. This figure excludes the smallest incidental land which is often associated with housing and highways for which a notional valuation is applied. Table 3.1 shows the number of property assets broken down as operational (Assets supporting frontline service delivery) and non-operational. These figures are based on the Asset Valuations undertaken as at March 2009 by the three legacy Councils.

**Table 3.1 – Central Bedfordshire Council's Asset Base as at March 2009**

Service Area	Operational Properties	Non-operational Properties	Total Properties
Residential Council Housing	£600,000,000		
School and Associated	768,000,000		
Other Land and Buildings	77,000,000	23,000,000	
Investment Properties		70,000,000	
<b>As a Percentage %</b>	94%	6%	
<b>Total Value of Properties</b>	1,445,000,000	93,000,000	

#### Energy

3.2 The Council has a commitment to reduce the energy consumption of their buildings and provide a comprehensive service for most sites, which are the majority of the Council's portfolio providing direct and indirect services (only a few small sites with small buildings and minimal or no energy use are not included).

Table 3.2 Total CO<sup>2</sup> in Thousands of tonnes

	MWh	Cost Ex VAT	CO <sup>2</sup> Thousands Tonnes
Electricity	34,458		
Gas	63,911		
Oil	2	£3,237,839	30,284

- 3.3** Using benchmark performance information for guidance, Central Bedfordshire Council has a policy of identifying and investing in those sites with the greatest potential for cost effective savings. In parallel, there are also continuing improvements in energy procurement, measurement technology, training and design advice. Working with the Carbon Trust this Council has been selected as one of the participating Councils on the Local Authority Carbon Management Programme to assist us to implement our strategies to reduce our carbon footprint.

## Backlog Maintenance

### Current Position

- 3.4** Information relating to maintenance backlog is compiled using the information obtained from regular property inspections. As at September 2009, CBC identified backlog maintenance of £61.191 million and this is all on schools property.
- 3.5** The condition data is composed of individual records against the DfES, Commercial and Housing elements and an estimation of the urgency of the maintenance required. The urgency classification is a combination of CBC and DfES approaches giving a range of 4A (best) to 1D (worst). Table 3.5 sets out an analysis of the current position.

Table 3.5 - Summary by condition (£000's)

Analysis by condition	Schools	Other	Total
<b>Urgent</b>	£000s		
Requiring attention within 6-12 months (1c,d)	8,877		
Requiring attention within 12-24 months (2c,d)	33,830		
<b>TOTAL</b>	<b>42,707</b>		
<b>Non Urgent</b>			
Requiring attention within 12-24 months (2a,b)	16,497		
Requiring attention within 24-36 months (3a,b,c d)	1,558		
Requiring attention within 36-48 months (4a,b,c d)	429		
<b>TOTAL</b>	<b>18,484</b>		
<b>Overall Backlog</b>	<b>61,191</b>		<b>61,191</b>

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## Forward Planning

- 3.6** The summary of condition is being used by CBC to prioritise the allocation of resources to ensure:
- Compliance with legislation and health and safety requirements
  - Maintaining service delivery
  -
- 3.7** These drivers impact on property in specific areas, in planning for expenditure on maintenance minimising the risk of failure in these areas is to be given priority, resulting in resources being targeted towards:
- Roofs;
  - External windows and doors;
  - Mechanical services;
  - Electrical services; and
  - External surfaces
- 3.8** In preparing the programme CBC will implement a three year rolling plan with the inclusion of specific areas of planned maintenance programmes to address re-roofing, windows, walling, boiler replacement, re-wiring and paving.
- 3.9** The inclusion of condition surveys with the programme is considered essential to establish the most reliable quantification of the backlog, and an assessment as to the pace at which the assets are deteriorating.

## Disability Discrimination Act (DDA)

- 3.10** The DDA places a legal duty on all those that provide a service to the public to make reasonable adjustments to the physical environment of their premises to ensure that disabled people can access their service. The Best Value Performance Indicator (BVPI) 156 is a measurement of the number of an Authority's properties that are open to the public and the number of such buildings in which all public areas are suitable for and accessible to disabled people. CBC has in place, a process for non school properties under BVPI 156 in which all public buildings have been assessed against DDA requirements and a data base maintained. Each site has been assessed either by on-site staff or by property professionals now recently trained as NRAC Auditors against part M or Best Practice. Each year feasibility studies will be undertaken on a number of properties to assess the technical work.

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## 4. Summary of Key Changes

This section updates progress on the key changes that were identified to deal with the property issues that Central Bedfordshire Council is facing and to help the Council be better positioned to meet with its future property and property services requirements.

### Gap Analysis

- 4.1** The table below (Table 4.1) summarises the key property issues and necessary changes grouping them into
1. 'Property Assets and Accommodation' and
  2. 'Asset Management Practices and Procedures'.
- 4.2** Asset management and new build proposals tend to be considered within service delivery boundaries, as indicated in the Table below. However, there is a great deal of commonality across the service areas and cross-service and / or partnership approaches should provide the way forwards for future solutions. The steps to develop corporate asset management at CBC, as explained in sections 3 and 4, are fundamental to forging a more corporate approach in planning and providing for future property needs.
- 4.3** Although this gap analysis portrays a highly demanding property change agenda this may also open up new opportunities for the Council to explore and exploit. Future accommodation and development options may also pave the way for creating new capital and revenue generation, Partnership Working and regeneration opportunities at the same time as releasing service delivery benefits and improved performance.
- 4.4** Total Place requires CBC to work with Luton Borough Council to provide a plan for the potential of Partnering and joint working with all the other public bodies within the two geographical areas. Joint working and co-locating between public sector bodies is recommended by DCLG to deliver greater efficiencies.

**Table 4.1 - Gap Analysis Table**

Gap Analysis Table	Key Property Issues	Changes Needed
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;">General/Corporate Issues</div>	<ul style="list-style-type: none"> <li>▪ Assets and asset management to facilitate delivery of:                             <ul style="list-style-type: none"> <li>▪ Medium and Longer Term Financial Strategy and Budget Strategy</li> <li>▪ Annual Efficiency Target</li> </ul> </li>   <li>▪ Assets and asset management to facilitate delivery of ICT enabled service delivery and workstyle objectives (CBC yet to agree strategies for ICT, e-Government, Customer Access and Workstyle)</li> </ul>	<p><b>AMP Capital and Revenue Programmes and Targets</b></p> <ul style="list-style-type: none"> <li>▪ Corporate Asset Management group to develop AMP Capital and Revenue Programmes and Targets alongside development of Financial and Budget Strategies and Annual Efficiency Targets during 2006/07</li> </ul> <p><b>Disposals Programme</b></p> <ul style="list-style-type: none"> <li>▪ CBC Corporate Asset Management group to identify property disposals and match capital receipts targets. This to be undertaken with client Directorate as part of council-wide Annual Corporate Property Review</li> </ul> <p><b>Strategic Review of Offices</b></p> <ul style="list-style-type: none"> <li>▪ CBC Corporate Asset Management group to complete the current Strategic Review of Offices. This to provide the basis for the subsequent development and delivery of interim long term <b>Office Accommodation Strategy</b></li> </ul>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;">Children's Services</div>	<ul style="list-style-type: none"> <li>▪ Development of funded programme of improvements to deliver the 35 - 40 School based Children's Centres by 2010</li> <li>▪ Development and delivery of refurbishment and upgrade programme to provide extended services childcare in all schools</li> <li>▪ Development and delivery of DCSF AMP modernisation proposals to address condition, suitability and sufficiency shortcomings across school portfolio</li> </ul>	<p><b>Children's Services Strategic Asset Management Plan (Education and non-Education)</b></p> <ul style="list-style-type: none"> <li>• Corporate asset management team to support and work in conjunction with Children's Services asset management team to produce and deliver a Strategic Asset Management Plan for total Children's Services portfolio. This Children's Services Strategic Asset Management Plan to identify and establish action plans for all the key property issues and changes needed to meet with future schools delivery plans, including those highlighted in this Table</li>   <li>• To develop and produce capital and</li> </ul>

Gap Analysis Table	Key Property Issues	Changes Needed
	<ul style="list-style-type: none"> <li>▪ Development and delivery of construction programme to provide 2 new schools per annum plus additional short-term temporary accommodation (linked to Bedfordshire Growth Agenda)</li> <li>▪ Building Schools for the Future programme will see significant investment in the schools portfolio as the government aims to rebuild or renew every secondary school in England over a 10-15 year period</li> </ul>	<p>revenue plans and programmes to support the Children's Services Strategic Asset Management Plan</p> <ul style="list-style-type: none"> <li>• CBC Strategic Property team to oversee delivery of Children's Services Strategic Asset Management Plan.</li> </ul> <p>Strategic Review of Building Schools for the Future</p>
<div style="border: 1px solid black; padding: 5px; text-align: center; width: 50px; margin: 0 auto;">Environment</div>	<ul style="list-style-type: none"> <li>• To develop an Economic Development and Regeneration Strategy to clarify CBC approach to supporting and enabling Bedfordshire's growth, regeneration and urban renaissance agendas</li> <li>• To provide new waste treatment plant and new re-cycling facilities</li> <li>• To review and rationalise existing depot facilities and to provide new depot</li> <li>• Delivery of Local Transport Plan</li> <li>• CBC to promote high quality and sustainable design; local distinctiveness and sense of place</li> </ul>	<p><b>Economic Development and Regeneration Estate Strategy</b></p> <ul style="list-style-type: none"> <li>• CBC Corporate asset management group to develop and produce Estate Strategy to support over-arching Economic Development and Regeneration Strategy in conjunction with client Directorate and other relevant stakeholders/partners</li> <li>• Estate Strategy to incorporate capital and revenue plans</li> <li>• CBC Strategic Property team to oversee delivery of Estate Strategy</li> </ul> <p><b>Waste and Recycling Facilities</b></p> <ul style="list-style-type: none"> <li>• CBC Strategic Property team to oversee delivery of review and re-provision plans for new waste treatment and re-cycling facilities. Review to incorporate capital and revenue plans.</li> </ul> <p><b>Depot Review</b></p> <ul style="list-style-type: none"> <li>• CBC Strategic Property team to oversee delivery of Depot Review and implementation of Plans</li> </ul> <p><b>Highways Land Acquisition Programmes</b></p> <ul style="list-style-type: none"> <li>• CBC Strategic Property team to oversee development and delivery of land acquisition programmes to support Local Transport Plan</li> </ul> <p><b>Business Case and Options Appraisal</b></p> <ul style="list-style-type: none"> <li>• CBC Corporate Asset Management group to include these criteria in capital programme and business case appraisals as part of the proposed new and improved asset management practices and procedures.</li> <li>• Review energy efficiency performance of assets, develop and implement action</li> </ul>

Gap Analysis Table	Key Property Issues	Changes Needed
	<ul style="list-style-type: none"> <li>Green Infrastructure Objectives</li> </ul>	<p>plans to improve performance</p> <p><b>Green Infrastructure Development and Protection</b></p> <ul style="list-style-type: none"> <li>CBC Corporate Asset Management group to work in conjunction with client department to identify how existing assets (eg farms and country parks) can support delivery of green infrastructure objectives eg:</li> <li>Any new build to be in line with 'greener' environmental objectives</li> </ul>
<div style="border: 1px solid black; padding: 5px; text-align: center; width: fit-content; margin: auto;">Community Services</div>	<ul style="list-style-type: none"> <li>Development and delivery of property and capital programmes for purposes of:                             <ul style="list-style-type: none"> <li>Re-provision of Residential Care</li> <li>Re-provision and upgrade of Day Centres</li> <li>Additional community facilities and services for new/increased settlements under Bedfordshire Growth and Regeneration agenda</li> <li>Upgrading of libraries as more 'multi-purpose' community facilities</li> </ul> </li> <li>Co-location and inter-transfer of CBC and health services' staff under LIFT programme</li> </ul>	<p><b>Community Services Estate Strategy</b></p> <ul style="list-style-type: none"> <li>CBC Corporate Asset Management team to support and work in conjunction with client department to review existing estate and to produce and deliver business cases and delivery plans for meeting with future Community Services delivery requirements, including those highlighted in this table to include:                             <ul style="list-style-type: none"> <li>Residential Care</li> <li>Day Centres</li> <li>New Community Facilities</li> <li>Libraries</li> </ul> </li> <li>Corporate Asset Management team to include in the Long Term Accommodation Plan</li> </ul>
<p><b>2. Asset Management</b></p>	<p><b>Practices and Procedures</b></p>	<p><b>2. Asset Management</b></p>
<div style="border: 1px solid black; padding: 5px; text-align: center; width: fit-content; margin: auto;">General / Corporate Issues</div>	<ul style="list-style-type: none"> <li>Ensure compliance with CAA Key Line of Enquiry assessment for asset related 'Use of Resources' assessment with achievement of Level 2 (minimum) compliance in 2009/10 and Level 3 in 2010/11.</li> </ul>	<p><b>Asset Management Healthcheck Recommendations and Implementation Plan</b></p> <ul style="list-style-type: none"> <li>CBC Corporate Asset Management team to deliver Asset Management Healthcheck Recommendations and Implementation Plan including:                             <ul style="list-style-type: none"> <li>Create Asset Management Planning framework and Intelligent Client function</li> <li>Appoint Corporate Property Officer</li> <li>Produce and circulate Property Services Partnership guidance</li> <li>Develop and implement Communication Strategy explaining new corporate asset management arrangements</li> <li>Improve Property Management Information</li> </ul> </li> </ul>

Gap Analysis Table	Key Property Issues	Changes Needed
<div style="border: 1px solid black; padding: 5px; text-align: center; width: fit-content; margin: auto;"> <b>General / Corporate Issues</b> </div>	<ul style="list-style-type: none"> <li>▪ Deal with current maintenance backlog requirements and seek to satisfactorily maintain retained assets within resources available, meeting</li> </ul>	<ul style="list-style-type: none"> <li>○ Develop and implement Annual Corporate Property Review</li> <li>○ Develop Property Disposals and Acquisition protocols</li> <li>○ Review and overhaul capital project bidding, business case development, risk management, and evaluation processes</li> <li>○ Develop and implement performance management systems for property and property services</li> <li>○ Produce timetable for routine asset management performance reports to members, CMB, CAMG and wider Service Areas</li> <li>○ Develop and implement stakeholder and customer consultation processes</li> <li>○ Produce Service Asset Management Plans for client departments</li> <li>○ Introduce incentives for more efficient use of space and accommodation</li> <li>○ Develop and implement standardised project management and post-completion evaluation practices</li> </ul> <p><b>CAA 'Use of Resources' Improvements</b></p> <ul style="list-style-type: none"> <li>• In addition to the above, AMP Recommendations to ensure:</li> <li>• Level 2 requirements               <ul style="list-style-type: none"> <li>○ Up to date Corporate Asset Management Plan</li> <li>○ Fully comprehensive and up to date asset register</li> </ul> </li> <li>▪ Level 3 requirements               <ul style="list-style-type: none"> <li>○ Local performance measures as part of established performance management system</li> <li>○ Option appraisal and whole life cycle costing for all property investment capital programme and disposal decisions</li> </ul> </li> </ul> <p><b>Planned Maintenance System</b></p> <ul style="list-style-type: none"> <li>▪ Develop and implement a comprehensive planned maintenance system based upon a rolling programme of condition surveys. To be developed and delivered in consultation with the client Departments.</li> </ul>