

Central Bedfordshire Council

Asset Management Strategy

Foreword

Draft

Cllr Richard Wenham

Executive Member for Corporate Resources

Cllr Steven Dixon

Deputy Portfolio Holder

It gives us great pleasure to present Central Bedfordshire Council's Asset Management Strategy.

This Strategy document sets out how we, as a Council, will manage, develop and utilise our property and land assets portfolio to ensure that it makes an increasingly significant contribution to the successful delivery of the Council's strategic priorities, vision and values over the next four years.

The Council has made considerable progress towards establishing a solid and sustainable foundation for the management of our land and property assets, however, we acknowledge that we are only part way through the journey towards excellence. This strategy sets out how we will continue on this path.

Our Asset Management Strategy recognises the benefits that can be achieved by looking holistically at our asset portfolio and embeds this approach across four defined geographical quadrants of Central

Bedfordshire (based upon Bedfordshire Clinical Commissioning Group Localities). This approach has been used to promote collaboration, both internally between Services, and externally with other stakeholders, to improve the effectiveness and efficiency of service delivery. This quadrant approach will be articulated in greater detail via a series of specific quadrant assets plans and a specific plan for the Council's farms estate.

This strategy is framed in an increasingly challenging financial context that demands we achieve more from the assets we own. During the Strategy implementation period the Council has assumed capital receipts of £33.5 million within the Medium Term Financial Strategy (or the benefit in kind) and it expects to deliver a major schools re-provision and replacement programme requiring capital investment of some £93 million.

Finally, the Council has begun the process to rationalise its office accommodation to reflect changing requirements; a rationalisation enabled by the promotion of new, more flexible ways of working and delivery of frontline services. This work will continue and will deliver a more efficient and effective operational portfolio.



Councillor Richard Wenham
Executive Member for Corporate Resources

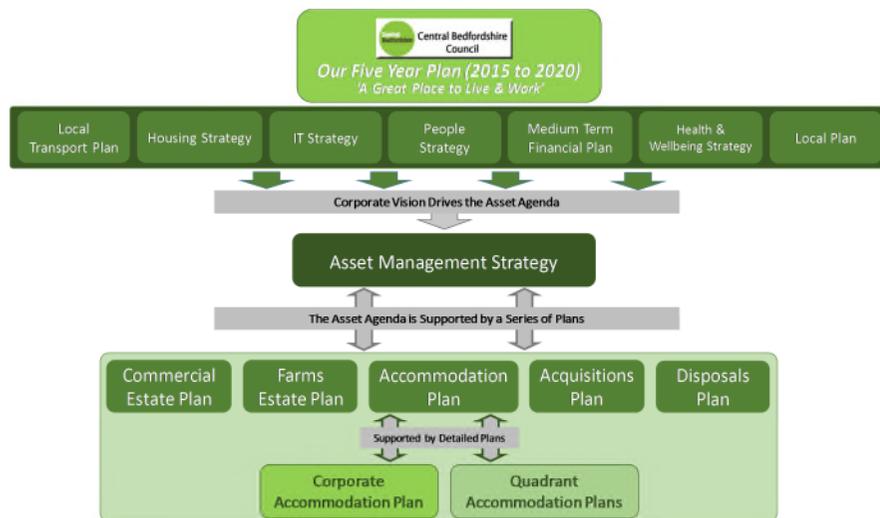


Councillor Steve Dixon
Deputy Portfolio Holder

Introduction

This document, Central Bedfordshire’s Asset Management Strategy (AMS), is part of a new suite of documents developed by Central Bedfordshire Council (the Council), to establish and articulate its holistic approach to asset management.

The purpose of this AMS, and supporting documents, is to establish how the Council’s asset portfolio will become better aligned to support the delivery of our corporate aims and objectives, whilst ensuring that land and building assets are structured to support the best interests of the organisation.



The AMS is laid out in five sections as described below:

- **Context and Purpose** – Laying out the Council’s approach to asset management

- **Central Bedfordshire** – Five Year Plan – Setting the AMS in context
- **The Asset Management Strategy** – Establishing the aim, purpose and objectives of the AMS
- **The Council’s Property Portfolio** – Details the Council’s property portfolio and relevant strategies and policies
- **Summary** – Details the review process for the plan
- **Appendix A – Governance and Review**



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Director of Community Services
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1. Context and Purpose

Overall Aim

- 1.1. Central Bedfordshire's Asset Management Strategy (AMS) establishes the high-level strategic framework for the effective management of the Council's assets portfolio for the next five years. It will guide future strategic property decisions to ensure the Council's property portfolio is managed efficiently and sustainably, whilst providing suitable flexibility for it to adapt to future demands.
- 1.2. Further, as the financial environment becomes increasingly challenging, innovative and better use of Council assets assumes greater importance for funding service responsibility and Council ambition.
- 1.3. The AMS sets out how the Council's mixed portfolio of assets and property will support the delivery of the organisation's key strategic objectives as reflected in the Council's **Five Year Plan (2015 to 2020)**, the financial challenges presented in the **Medium Term Financial Plan (MTFP)** and the demands of other associated Business and Service Strategies. The obligation is reflected in the following aim

'To promote the best use of the council's assets for service delivery, deliver an optimum return from our commercial and agricultural investments, and facilitate regeneration and development'

- 1.4. The scope of the AMS extends across all of the Council's owned or leased (with management accountability) land and property assets, other than Council housing and highways which are addressed in their own dedicated strategies.
- 1.5. The Council's property and asset portfolio is likely to change significantly in the coming years as the organisation responds to changes in its sector, its own size, demand for its services and the way by which services are delivered. These changes will impact the size, composition, use and the cost of running and maintaining the portfolio. The principles set out in the AMS form the basis on which implementation plans will be developed and progressed into delivery.
- 1.6. The AMS cannot be static but is instead a "live" and interactive document that will be reviewed annually to coincide with budget setting and a continued drive to enhance the management of the Council's corporate assets.

2. Central Bedfordshire – Five Year Plan

- 2.1. This section provides the background to the region, the Council's corporate objectives, as set out in the Five Year Plan (2015 to 2020), and how these impact on the priorities for the Council's assets.

About Central Bedfordshire

- 2.2. Lying within the East of England region and with a population of 250,000, Central Bedfordshire is located on the northern fringe of London and borders other regional groupings such as East Midlands, South East and Eastern Regions. Recent population growth has put pressure on the existing transport infrastructure and there is an increasing demographic profile of elderly and very elderly residents.
- 2.3. There is an international airport at Luton and excellent North to South road and rail links. East to West travel is more difficult, with an ongoing concern of the Council, and its residents, that the area is seen as a place to travel through or commute from, rather than to stay and work in.
- 2.4. The Council has an emerging local plan supported by local Masterplans and Development Briefs to highlight and inform future development in the region.
- 2.5. Central Bedfordshire Council has statutory and other obligations to deliver various functions and services within the council area. These include education, transport, planning, social care, libraries, waste management, refuse collection, Council Tax collections and

housing. How the property portfolio will play a vital role in the provision of these services is the key output of the AMS.

Five Year Plan 2015 to 2020

- 2.6. The Council's vision, priorities and values set out what it wants to achieve as a Local Authority over the period to 2020 and how it aims to accomplish its key aspirations. Together, they capture the long term aspiration for the authority and drive the work of the entire Council.

The Council's Vision

- 2.7. The Council's vision states its overall desire for the type of place it wants Central Bedfordshire to be:

"A Great Place to Live and Work"

- 2.8. This vision encompasses all members of the resident and business community regardless of age and extends to the role of the Council as a decision maker and enabler. By the year 2020, Central Bedfordshire will be a place offering opportunity for all and where people help each other and themselves. Residents of all ages will aspire to build successful lives to create strong and self-sustaining communities.

The Council's Priorities and Programmes

- 2.9. The Council's priorities and programmes drive how the organisation will focus its efforts to ensure that the vision is

achieved. These priorities are fully articulated in the five-year plan

| A Great Place to Live and Work | | | | | |
|--------------------------------|--------------------------------------|--------------------------------|---|-------------------------------|-------------------------------------|
| Enhancing Central Bedfordshire | Delivering Great Residents' Services | Improving Education and Skills | Protecting the vulnerable, promoting well being | Creating stronger communities | An efficient and responsive Council |

2.10. It is clear that the Council's asset portfolio has a major role in the delivery of each one.

The Council's Values

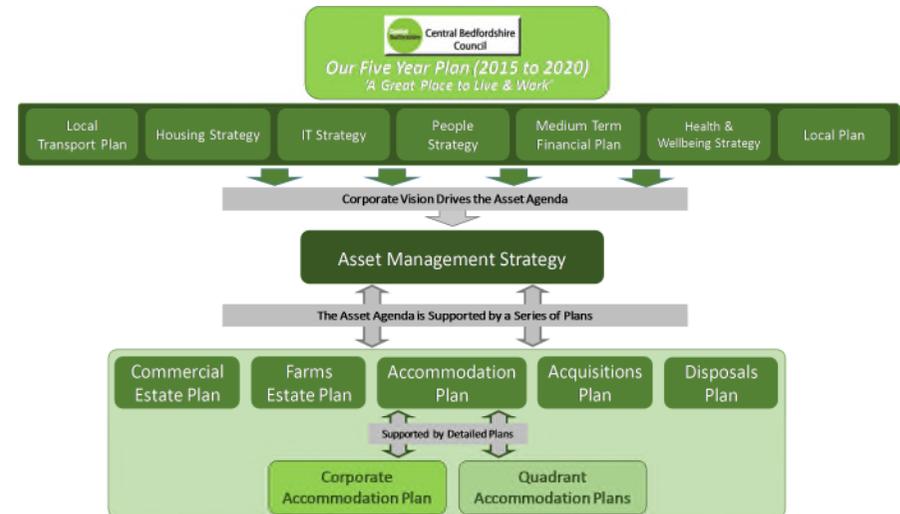
2.11. The Council's values describe the type of organisation it aspires to be and the principles that will guide it to achieve the vision and priorities and make clear how the Council will work and interact with customers, members and each other.

2.12. The Council's values are:

- **respect and empowerment** – all people will be treated as individuals who matter to the Council;
- **stewardship and efficiency** – making best use of the resources available;
- **results focused** – focused on delivering the outcomes that make a tangible difference to people's lives; and
- **collaboration** – work closely with colleagues, partners and customers to deliver on these outcomes.

Key Plans and Strategies

2.13. These priorities are being driven forward across the five year period through a series of strategies, as demonstrated in the diagram below.



2.14. The Council's asset base needs to be an effective tool in driving forward the Council's Five Year Plan and all of the strategies that interpret this, as such the following strategies interact strongly with this document

- People Strategy;
- Local Transport Plan;
- Housing Strategy;
- IT Strategy;
- Health and Wellbeing Strategy;