



**Central
Bedfordshire**

Central Bedfordshire Council

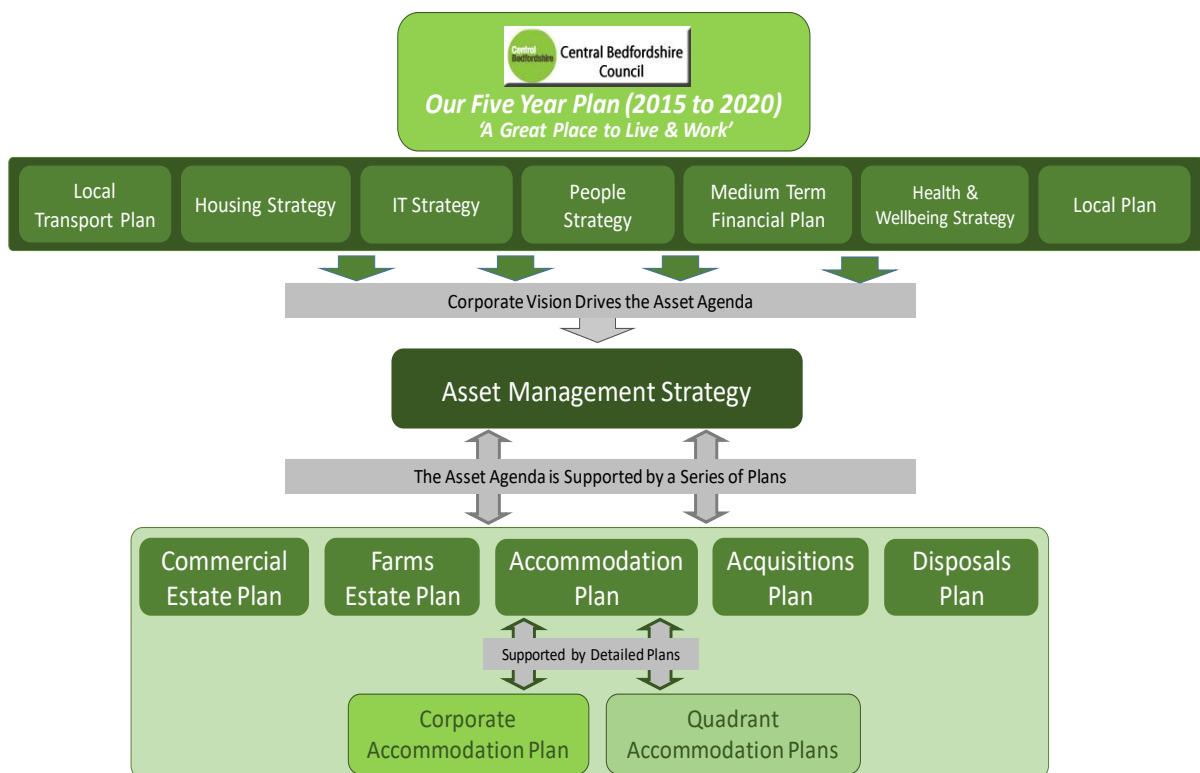
Quadrant Accommodation Plan

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1. Introduction

- 1.1. This document, Central Bedfordshire Council's (the Council's) Quadrant Accommodation Plan (QAP), is part of a suite of documents developed by the Council, to establish and articulate its holistic approach to asset management.
- 1.2. The purpose of this suite of documents is to establish how the Council's asset portfolio will become better aligned to support the delivery of its corporate aims and objectives.
- 1.3. The QAP is a specific element of Central Bedfordshire's Accommodation Plan. It sits alongside the Council's Corporate Accommodation Plan (CAP) and together they explain how staff and resources are accommodated in a co-ordinated manner to best support the delivery of the Council's vision.



- 1.4. It shares a common purpose with the Corporate Accommodation Plan to rationalise to ensure the Council's accommodation:
 - Is of the appropriate scale, in the right location and in the right condition for the delivery of services;
 - Is flexible enough to manage future changes in requirements resulting from changing workforce needs;
 - Aligns with and facilitates the implementation of the Working Smarter project;
 - Delivers the best value for money solution considering both quality and cost.

- 1.5. When reviewing the accommodation options as part of the development of this plan a number of elements needs to be considered including:
 - Does the asset allow staff to work in a modern and effective way?
 - Do Assets hold greater value to CBC being used in ways other than office accommodation?
- 1.6. The QAP seeks to bring together the Council service requirements across Directorates and with relevant partners to work collaboratively and creatively across the Public Sector.
- 1.7. The QAP complements the Corporate Accommodation Plan (CAP) and relevant local masterplans to ensure a joined-up approach in each quadrant.
- 1.8. Achieving this will require targeted investment by the Council in the quality of the local environment and maximising the potential of its own land and property assets in each quadrant.
- 1.9. A strong partnership with the private sector and other public agencies will also be required to ensure an effective approach is developed that does not cease at the boundary of where the Council interacts with other agencies.
- 1.10. The key objectives of the Quadrant Accommodation Plan are to achieve:
 - An improved offer for residents with them accessing more cohesive and joined up services. In part through reducing silo working and the potential for duplication of services;
 - Council's assets and services are delivered in a more efficient manner working across Directorate and other partners;
 - Support the successful implementation of Town Centre Masterplans and wider regeneration plans.
 - Bringing together services and meeting spaces for customers and the public, incorporating a variety of uses and enabling good service delivery; and
 - Bringing together health and social care services incorporating GP's, Social Workers and Community Clinics.
- 1.11. This plan will be updated every year following the Council's annual workforce planning exercise.

2. The Asset Management Strategy - Setting the Quadrant Accommodation Plan in context

Why produce an Asset Management Strategy?

- 2.1. The Council has developed an Asset Management Strategy to provide a template and framework for how the Council will seek to utilise its property and land assets as a corporate resource.
- 2.2. Property is expensive to procure, run and maintain, especially when budgets are under ever increasing pressure. As a result, assets need to be carefully managed over their lives to ensure best value in terms of use, maintenance and financial return, whilst still ensuring quality in service delivery.
- 2.3. The Asset Management Strategy provides an overarching asset management approach enabling delivery of the corporate priorities and service objectives, whilst ensuring the Council remains compliant with legislative requirements.
- 2.4. The Asset Management Strategy incorporates the Council's key principles, which guide the corporate approach to asset management generally. How the property portfolio will play a vital role in the provision of these services is the key output of the Asset Management Strategy. This incorporates the Council's approach to its corporate accommodation.

Asset Management Strategy objectives

- 2.5. The Council's asset portfolio plays a key role in supporting the delivery of the Council's vision and key priorities. The Council's overriding aim for its asset base is:
'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'
- 2.6. Through the development and successful implementation of the Asset Management Strategy, the Council's asset portfolio is assessed and reviewed such that balanced and strategic decisions can be made on its future composition.
- 2.7. Reflecting the Council's asset management aim, eight asset management objectives have been adopted:
 1. Develop a five-year vision and strategic approach to managing the Council's property assets that supports the Council's Corporate Plan;
 2. Review and revise the Council's operational estate to optimise ways of working, optimise operational space, achieve revenue savings and focus on service provision;
 3. Ensure that operational properties are appropriately located, fit for purpose, provide flexible accommodation, in good condition, within an efficient cost envelope that is appropriately accessible to customers;
 4. Deliver cost effective and efficient acquisition, disposal and management of property and land to meet safe service delivery, community benefit and investment needs;

5. Maximise the delivery of capital returns from the disposal of property and land to support the Council's capital programme (this may include the Council acting as a promoter and/or developer of its sites in order to maximise receipts and income);
 6. Where appropriate utilise assets to kick start, enhance or underpin economic regeneration;
 7. Actively consider and implement innovative use of assets to address specific financial, housing, service and development challenges, building on innovative models being developed across the local government sector; and
 8. Maximise revenue income from the rents, leases and 'traded' services.
- 2.8. These Asset Management Strategy objectives are key in shaping the Council's approach to its accommodation requirements and underpin the approach to its corporate accommodation and the operational properties situated within the four quadrants of the Council.

Strategy for Corporate Accommodation

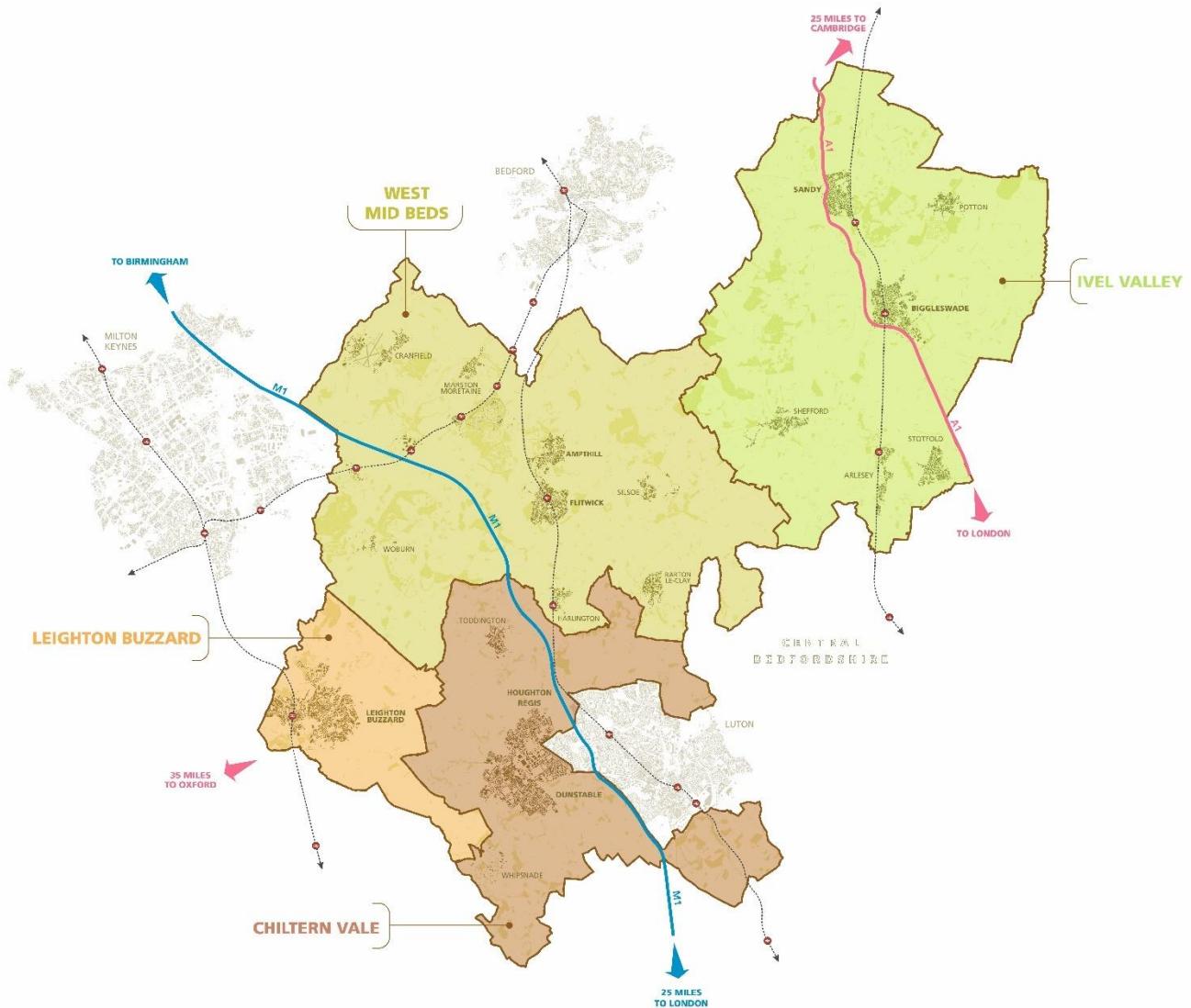
- 2.9. The key commitments articulated in objectives 2 and 3 above are crucial in underpinning the Corporate Accommodation Plan and Quadrant Accommodation Plan, to ensure that the Council's operational estate is optimised to deliver Council services as efficiently as possible in the challenging financial environment in which the Council operates, and to ensure that the Council is accessible to its varied customers.

Corporate Accommodation and Quadrants

- 2.10. The Council is approaching its operational assets portfolio in an holistic way across the Council area through the Corporate Accommodation Plan and Quadrant Accommodation Plan addressing four defined geographical quadrants of Central Bedfordshire (based upon Bedfordshire Clinical Commissioning Group Localities):
- West Mid Bedfordshire
 - Ivel Valley
 - Leighton Linslade
 - Chiltern Vale

- 2.11. The Quadrant Accommodation Plan seeks to develop an approach where the Council works closely with relevant stakeholders across the quadrants of the Council area to work collaboratively and creatively both internally with Directorates, and with the broader public sector.
- 2.12. The Council is seeking to utilise accommodation within an efficient and effective corporate function delivered from appropriate locations and hubs located within each of the quadrants that are tailored to the local needs of its customers in these localities.

Map to show quadrants



3. The Council's Current Accommodation

- 3.1. Interviews and questionnaires were completed across all service areas seeking understanding of the current property use in terms of numbers of staff supported, levels of customer and staff satisfaction, and suitability of the property for the services being delivered.
- 3.2. A rolling programme of building condition surveys is carried out as part of the Authority's Asset Management Plan. This informs a five year Built Asset Improvement Programme (BAIP) for capital investment that is reviewed annually.
- 3.3. The Council has agreed to adopt a Corporate Landlord model to bring responsibility for Council assets together, but has not yet been implemented. This means there are some gaps in information held about the Council's current accommodation that need to be addressed. Where there are gaps in information these will be stated.

Current staff accommodation

- 3.4. Staff have been assigned work bases at the following main building types (this is not measure of utilisation of space).

Building type	Number of staff (FTE)	% of staff in each type
Office (Priory House, Watling House and Houghton Lodge)	1,490	63%
Office (Other)	340	13%
Care Homes	190 ¹	8%
Day Centres	125	5%
Depot	65	3%
Library, Leisure and Theatres	65	3%
Sheltered Accommodation	40	2%
Independent living schemes	40	2%
Step Up Step Down	20	1%
Total	2,325	100%

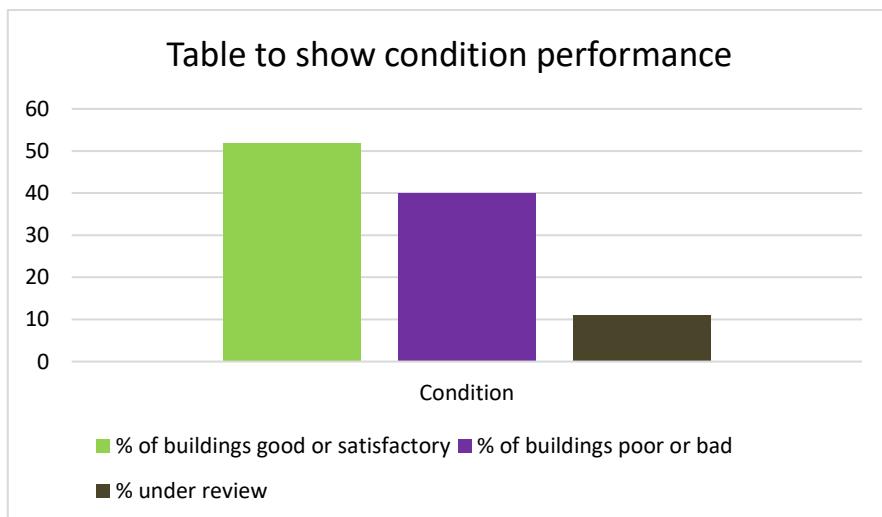
¹ The Birches closed after this data was collected.

Suitability of accommodation



- 3.5. Buildings were assessed by service areas for their suitability for use scoring functionality, accessibility, environmental conditions, safety and security and fixed furniture and fittings. Buildings or sites that were vacant were not scored for suitability.

Condition of accommodation



- 3.6. It should be noted that condition data is not held for buildings that the Council leases in, and has no liability for condition; and is not renewed for buildings where there are active plans to vacate. Properties maintained through the Housing Revenue Account (HRA) are out of scope.
- 3.7. There are plans in place for all buildings in poor or bad overall condition. This could be to carryout works through the Built Asset Improvement Plan (BAIP), or are part of other schemes to redevelop or dispose of the site as outlined further in this plan.

Overall performance

Suitability Grade	D (Bad)	0	0	0	0
	C (Poor)	1%	6%	7%	3%
	B (Satis'y)	2%	18%	18%	2%
	A (Good)	23%	16%	6%	0
% of buildings		A (Good)	B (Satis'y)	C (Poor)	D (Bad)
Condition Grade					

Satisfaction with accommodation



3.8. Buildings were assessed by service areas for perceived levels of staff satisfaction.

Utilisation of accommodation

- 3.9. A utilisation exercise was conducted for two weeks. Workstation and meeting room usage was assessed three times a day for 10 working days. This was outside of any school holiday period. A further exercise was carried out to provide greater validation of data for Priory House and Watling House where there are higher levels of occupation.

Building	Number of desks	Peak occupation	Average occupation
Priory House	582	392 (67%)	319 (55%)
Watling House	735	353 (48%)	291 (40%)
Houghton Lodge	182	90 (49%)	79 (43%)
Biggleswade Area Office	46	26 (57%)	23 (50%)
Rufus Centre	45	25 (56%)	20 (44%)
The Coach House	30	16 (53%)	12 (40%)
39 Oakwood Av	18	15 (83%)	7 (47%)

- 3.10. In comparison with the 2015 data, Priory House peak utilisation has decreased from 413 (75%)² to 67%; Watling House peak utilisation decreased from 278 (52%)³ to 48%; Houghton Lodge peak utilisation reduced from 82 (60%)⁴ to 49%.

² The number of workstations has increased by 67. On average 41 less workers are using Priory House than in 2015.

³ The number of workstations has increased by 129. On average 50 more workers are using Watling House than in 2015.

⁴ The number of workstations has increased by 45. On average 13 more workers are using Houghton Lodge than in 2015.

4. Meeting the accommodation needs of a modern and efficient Council

- 4.1 There are several themes, strategies and priorities emerging from future service delivery models and work to deliver the Council's vision that can be applied to each quadrant.
- 4.2 [Section 5](#) of this document onwards sets out the planned changes for each quadrant, but these are still subject to the Council's normal decision making processes for disposals, acquisitions and capital schemes.

Local plan

- 4.3 The Central Bedfordshire Local Plan is the key strategic planning document for Central Bedfordshire and will guide and support the delivery of new infrastructure, homes and jobs. It sets out the long-term vision and objectives for the area, what is going to happen, where and when and how this will be achieved and delivered up to 2035. The Local Plan, currently known as the pre-submission Plan, was formally submitted at the end of April 2018.
- 4.4 The lifespan of the Local Plan is 20 years, but it is anticipated that once adopted, elements will have to be reviewed earlier in able to respond to a number of emerging strategies; notably the Cambridge- Milton Keynes- Oxford Arc.
- 4.5 The pre-submission Plan seeks to deliver around 39,350 new homes (this includes 23,845 homes already planned for) through new villages and moderate extensions to existing towns (varying in size from 11 – 650 homes) located across Central Bedfordshire.
- 4.6 In Marston Vale new villages will accommodate up to 5,000 homes and East of Biggleswade around 1,500 homes. Around 4,000 homes will be allocated North of Luton and around 2,000 homes East of Arlesey. Housing delivery will be phased across several years, the expectation is new homes will come forward in Marston Vale from 2021/22, North of Luton from 2022/23 and East of Biggleswade and East of Arlesey from 2023/24.
- 4.7 The Council will continue to seek external funding such as the Housing Infrastructure Fund (HIF) to support the delivery of new homes and associated infrastructure.

Workforce planning

- 4.8 For the Council to achieve our strategic goals and objectives both now and in the future, we need to maximise the use of all our resources, particularly our people.
- 4.9 The Council has undertaken a consistent workforce planning exercise across all directorates to ensure the right numbers of people are employed in the right places with the right skills and abilities, at the right time and for the right cost.
- 4.10 This has considered issues such as the impact of digitalization and channel shift of how we interact with our customers, as well as different ways of work for our staff, referred to as Working Smarter.
- 4.11 The implications of workforce planning on accommodation requirements have been considered in this Quadrant Accommodation Plan.

Accommodation for older people

- 4.12 The Council wants today's older residents and future generations to have access to a choice of modern living environments which delivers the independence that people desire and the care they need.
- 4.13 Through the Meeting the Accommodation Needs of Older People programme (MANOP) the Council is replacing the capacity in care homes owned by the Council, delivering new schemes of housing-with-care (extra care) and housing-with-support (modern sheltered housing) as well as promoting the delivery of mainstream housing suitable for older people.
- 4.14 The Council-owned care homes for older people were all constructed in the 1960's and 70's and are approaching the end of their economic life. As of May 2018, the Council has decommissioned three of seven homes and is pursuing options for the replacement of capacity in the remaining four.
- 4.15 The Council set a target of delivering six housing-with-care schemes. Two have been delivered and another three are in the planning stages.
- 4.16 In line with its overall strategy, the Council is delivering (or planning the delivery of) other services from within housing-with-care schemes and care homes, such as day care and reablement.

Locality based integrated Health and Social Care services

- 4.17 The Better Care Fund Plan sets out a joint plan between Central Bedfordshire Council and local health services to improve the ways adult social care and health services work together. The plan sets out our shared vision for health and social care in Central Bedfordshire, rooted in a locality-based delivery model.
- 4.18 Integrated Health and Care Hubs are crucial to shifting the balance of care from acute hospitals to a more community-led approach as well as helping to reshape the primary model which delivers primary care at scale. A locality based integrated health and care hub approach improves cooperation and joined up working which improves the access and quality of care provision. It also leads to a reduction of inappropriate hospital admissions and importantly supports the vision for integrated primary and community services at scale as set out in the General Practice Forward View.
- 4.19 The emerging model sees healthcare being delivered through a number of integrated health and care hubs based on the four localities in Central Bedfordshire. These would provide a focal point for the provision of out of hospital care services in each locality. Within each locality there will be an integrated multidisciplinary approach, with 'one team' working across organisational boundaries.
- 4.20 As a minimum these hubs are expected to serve as a base for the multi-disciplinary teams (adults and children's) being established as part of the community services redesign programme, including general medical services where possible.

The Day Offer for Adults and Older People

- 4.21 The Council has defined a new Day Offer designed to support the needs and aspirations of vulnerable adults and older people. The Day Offer acknowledges the importance of day services in the provision of care and the combating of social isolation – the latter being a significant contributor to mental and physical ill-health. Day services also offer the opportunity for people to keep active and to learn and retain skills.
- 4.22 The Council-run day services are closely tied to large, institutional, single-purpose buildings that are costly to run and maintain. The aim is, over the coming years, to transfer, reprovide or reshape these services in multi-purpose buildings which are part of the community and nearer to where customers live. Many of these buildings already exist (such as extra care and sheltered housing schemes) and some are in the process of being developed (such as Houghton Regis Central and Dunstable Leisure Centre). This model of service delivery is likely to be more flexible and would not be confined to buildings owned or managed by the Council.

Shaping of the future educational landscape

- 4.23 The Council has established a project to develop a coherent and transparent plan for our future educational landscape that is shaped by all our schools, mapping out where existing schools can expand, what additional schools we will require and the structure our schools will take over the next 15 –20 years.
- 4.24 This plan will help to ensure we achieve the best educational outcomes possible for our children making best use of public money.
- 4.25 This plan will be developed through 2018 working with schools, parents and young people; to be published for consultation in 2019. For this reason, schools will be reflected in future revisions of this Quadrant Accommodation Plan.

Future special school and resource provision

- 4.26 As a Council, we have seen significant growth in the number of children becoming subject to Education, Health and Care Plans and as a result a rise in the number of children in special schools and resource provisions. Whilst this mirrors a national trend since the introduction of the SEND (Special Educational Needs and Disability) reforms, we are working with partners to better understand this growth as well as implementing additional earlier intervention approaches to reduce some of this demand in the future.
- 4.27 However, it is important that we have clarity over the needs of our children and the specialist provision required as our population grows. We are working with our neighbouring boroughs to develop a pan Bedfordshire strategy for future provision requirements. Included in this will be the outcomes of our consultation on the potential capital investment we can access to support specialist provision, subject to sufficient consultation, announced by the Department for Education in 2017.

- 4.28 In the first part of 2018, as part of the 'Shaping of the educational landscape work', we have engaged with all our schools in considering the expansions and adaptions required to meet our rising mainstream pupil numbers. We have also discussed with schools the potential for them to have resource provisions attached to them. Our analysis of any new schools that may be required as new homes are delivered also includes analysis on the potential to have resource provision attached to them, if the need suggests this would be required.
- 4.29 We envisage the pan Bedfordshire strategy being completed by the summer 2018 and the outcomes, including any capital requirements would then be subject to review by Executive as required. For this reason, future special school and resource provision will be reflected in future revisions of this Quadrant Accommodation Plan.

Leisure strategy

- 4.30 Central Bedfordshire Council has a Leisure strategy that aims to plan and provide a network of high quality, accessible and affordable indoor community sporting and recreation facilities to meet the needs of Central Bedfordshire residents both now and into the future, through the combined efforts of the Council and other providers, and ensure that facilities remain fit for purpose, by refurbishment or replacement.
- 4.31 The Leisure Strategy will support Central Bedfordshire Council's responsibility for public health by ensuring sustainable, high quality sport and physical activity infrastructure and opportunities are provided to enable residents to live active lives, prevent ill health, improve overall health & wellbeing, and reduce care costs. The strategy also seeks to ensure that the number of adults taking part in sport and physical activity remains above the national average.

Greater use of existing service delivery buildings for locality presence and to support Smart Working

- 4.32 Customer Services are trialling provision of Face-to-Face customer service provision from Libraries, and there is a desire from other service areas such as the Registrations Services to have a readily accessible space within local communities to meet with Customers.
- 4.33 Libraries are closed two days a week (Sunday and Monday) which presents an opportunity for use of the buildings for meeting or other workspace.
- 4.34 Housing and independent living schemes, and Leisure and Countryside sites are located across Central Bedfordshire have spaces that can be used to support Smart Working staff who are mobile and working in communities. We plan to make these spaces more readily accessible to enable more options for staff to work in local community on an ad-hoc and in some cases more regular basis.

Recommissioning of services for Children

- 4.35 The Council has started a project to review several commissioned services supporting children and families in Central Bedfordshire, with a view to identifying opportunities to jointly commission services working with schools, health and third sector to meet the needs of local families and children in the most cost-effective way.
- 4.36 The project started in November 2017, with a view to any new contracts starting in the summer of 2019.
- 4.37 The accommodation requirements of the review are currently unknown, and therefore their needs will be met as this plan is developed in future years.

5. West Mid Bedfordshire accommodation plan

Locality based integrated Health and Social Care services

- 5.1. There is a requirement to provide c85 workspaces in the West Mid Beds Integrated Health and Social Care hub. These will accommodate staff currently located in Houghton Lodge (c60 staff) and in leased space in the Rufus Centre (c25 staff).
- 5.2. One Public Estate funding is in place to develop business case for the West Mid Beds Health and Social Care hub which will set out timescales for its delivery.
- 5.3. Until the Integrated Health and Social Care hub is operational, options will be sought to enable CBC locality teams to move closer to their customers providing benefits of greater understanding of local issues and connection to community networks as well as efficiency benefits reducing financial and productivity cost by reducing mileage/travel time.
- 5.4. The Corporate Accommodation Plan concluded:
"Close the offices at Houghton Lodge as they are no longer fit for purpose and do not provide value for money. The site has also been identified as having potential to provide better value uses through redevelopment. Staff to be re-located to other CBC office locations".
- 5.5. A project to relocate staff from Houghton Lodge, including the Music Service, Emergency Duty Team as well as Adult Social Care services to other CBC office locations is underway targeting a move by the end of May 2019.
- 5.6. Utilisation data shows that the space is underutilised in the Rufus Centre. The project to relocate staff from Houghton Lodge will consider the most suitable location for staff to work from and prioritise space in the Rufus Centre for staff working in locality teams. Any locality teams unable to be accommodated in the Rufus Centre will be allocated space at Watling House or Priory House.

The Day Offer for Adults and Older People

Ampthill Day Centre, Houghton Close

- 5.7. The space at Ampthill Day Centre is underutilised. Because of the desire to exit the Houghton Lodge site, the work on the new Day Offer is focussing on finding alternative venues for the activities currently conducted from Ampthill Day Centre, which forms part of the site.
- 5.8. Pilot schemes started in April 2018 ahead of a public consultation on the future of the centre. Should the pilots be successful a decision about the future of day centre is expected to be made in the latter part of 2018.
- 5.9. In the longer-term, day services are likely to be delivered from the new scheme being planned for Steppingley Road (on the site of the former leisure centre) but interim options are being explored utilising communal facilities in sheltered housing schemes and other centres.

- 5.10. There are currently c13 staff from Adult Social Care and Passenger Transport Services that are based at Ampthill Day Centre, on the Houghton Lodge site – along with overnight storage of some Passenger Transport vehicles.
- 5.11. Passenger Transport staff and storage of vehicles will be relocated to the Northern Depot, Sandy which has been designed to accommodate them. This is scheduled to be operational from September 2018. [See section 6 of this document – Ivel Valley accommodation plan.](#)

Silsoe Horticultural Centre, Silsoe

- 5.12. The centre provides horticultural activities for adults with Learning Disabilities and a community café. The future use of the centre and the wider site will be reviewed during the Day Offer project. This review is likely to take place once the outcome of reviews of the future of other centres is known.

Accommodation for older people

- 5.13. A multi-function scheme focussing on providing accommodation for those over 55 is being progressed on the former Flitwick Leisure Centre site, Steppingley Road, Flitwick.
- 5.14. This scheme is expected to deliver a care home for older people, short term care for adults with Learning Disabilities, housing-with-care, wheelchair standard houses and downsizer dwellings. Day services could be delivered in conjunction with some of these uses.
- 5.15. The Council will seek planning consent for the scheme during 2018 with delivery in the subsequent two years.
- 5.16. The Council has one care home in West Mid Beds that it intends to re-provide, which is Ferndale Residential Home in Flitwick. This would be subject to consultation with those potentially affected at an appropriate point in time, and is currently programmed for 2021.

Greater use of Ampthill Courthouse, Registrations and Coroners offices

- 5.17. Ampthill Courthouse, Ampthill is a customer facing building where residents can register births and deaths, give notice of marriage or civil partnership. Settlement Checking and European Passport Return Service appointments are also held at this building. Marriage and citizenship ceremonies in the ceremony room which also doubles up as a Coroner's Court so is in use every day of the week.
- 5.18. There is also office accommodation for the staff in this building and it supports c16 members of staff, who also deliver services from Grove House in Dunstable, The Limes in Biggleswade and Bossard House in Leighton Linslade.
- 5.19. The service area has highlighted that, with redesigning/reconfiguration, there is capacity to provide additional flexible workspace in the building to accommodate a new requirement for a medical examiner mid-2019.

Greater use of Flitwick Library

- 5.20. Customer Services are carrying out analysis of demand for face-to-face presence in West Mid Bedfordshire. Consideration will be given to provide a Customer Service presence in Flitwick Library should there be sufficient demand with a view to making any changes summer 2018.

Library provision in Cranfield

- 5.21. A gap in library provision has been identified in Cranfield. This will need to be reviewed considering the emerging Local Plan.

Provision of a new Crematorium

- 5.22. The Council is considering building a new crematorium facility on a site in West Mid Bedfordshire, to deliver a centrally located and well-resourced cremation service to residents and to provide ongoing revenue generation from the receipt of cremation fees.
- 5.23. As part of the Detailed Business Case for the scheme various delivery models will be considered, such as direct delivery or partnership with private sector provider.
- 5.24. Subject to approvals the Crematorium is programmed to be operational in 2020.

Former Highways storage compounds

- 5.25. The Highways storage compounds at Millbrook, Sharpenhoe and Cranfield are no longer used and surplus to Highways requirements.
- 5.26. Scoping will be carried out to determine whether the compounds could be used in a different way to support service delivery or should be disposed of.

Ivel Valley accommodation plan

- 6.1. There are currently c70 staff from Adult Social Care and Passenger Transport Services that are based on the London Road ‘campus’ site, which contains the Biggleswade Area Office, Day Centre for Older people and Adult Centre – along with overnight storage of some Passenger Transport vehicles.

Locality based integrated Health and Social Care services

- 6.2. There is a requirement to provide c35 workspaces for CBC staff in the Ivel Valley Integrated Health and Social Care hub. These will accommodate staff currently located at the Biggleswade Area Office, London Road and the Ivel Valley Medical Centre.
- 6.3. The Ivel Valley Integrated Health and Social Care hub is in the MTFP Capital Programme and scheduled to be operational in 2021, in Biggleswade. Once the hub is occupied, it is expected that the Area Office and Medical Centre will not be required for Health and Social Care purposes and can be considered for other uses.
- 6.4. As part of the progression of the multidisciplinary approach in Ivel Valley, community, mental health and social care colleagues have expressed a wish to co-locate to enhance joint working and arrangements are being explored for an interim co-location of the teams as a precursor for when the Integrated Health and Care Hub in place.

The Day Offer for Adults and Older People

Biggleswade Day Centre for Older People

- 6.5. Biggleswade Day Centre is part of the London Road ‘campus’ site. The building performs poorly against suitability measures, with low staff and customer satisfaction.
- 6.6. The future of this building will be reviewed as part of the Day Offer. The affordable housing-with-care scheme for Ivel Valley is being delivered on the Sorrel Way site in Biggleswade which, along with the Integrated Health and Social Care Hub are expected to provide alternative locations for the services currently delivered from Biggleswade Day Centre. The current timescale for this is 2021.

Biggleswade Adult Centre

- 6.7. Biggleswade Adult Centre is part of the London Road ‘campus’ site. The building performs poorly against suitability measures, with low staff and customer satisfaction. The building is very underutilized.
- 6.8. The future of this building will be reviewed as part of the Day Offer. Proposals for its replacement will be formulated, and are likely to follow the general approach of sharing facilities with other community uses.

Accommodation for older people

- 6.9. An affordable housing-with-care scheme for older people is planned for delivery by a housing association in the next 2-3 years. This will also offer the opportunity to replace some of the day care for older people currently being delivered on the London Road ‘campus’ site.
- 6.10. The Council has two care homes which it intends to reprovide. Abbotsbury on the London Road site in Biggleswade and Allison House on Swan Lane in Sandy.
- 6.11. A third home – The Birches – has been reprovided and it is planned to repurpose this building as transitional accommodation as part of a package of measures to tackle homelessness. c15 staff will be based there, including some staff currently based at Priory House. Planning consent for the change of use is being sought and, subject to consent being given, the building should be operational in the spring of 2019.
- 6.12. Replacement options for Abbotsbury are being considered, with potential for redevelopment of the Biggleswade Hospital Site, London Road ‘campus’ site as well as other options.
- 6.13. No replacement option has been agreed for Allison House and there are very few alternative sites in Sandy. For this reason the most feasible option at present is rebuilding on the same site. No timescale has been set for this and it is not likely to take place before a replacement for Abbotsbury is in place.
- 6.14. Once consultations have concluded and firm plans put in place for the services currently delivered from the London Road ‘campus’ site; and once the Ivel Valley Integrated Health and Social Care hub has been delivered, then consideration can be given to the future of the London road site.

Northern Depot, Sandy

- 6.15. A new highways depot is being constructed in Sandy to act as a satellite to the southern Highways Depot and Waste Park at Thorn Turn, Dunstable. This project is live and the depot is expected to be operational in September 2018.
- 6.16. The Northern Depot when operational will accommodate c60 staff from Highways and Passenger Transport, as well as providing space for storage of vehicles from Highways, Waste and Passenger Transport.
- 6.17. The Highways storage compound at Sutton is no longer used and surplus to Highways requirements.
- 6.18. Scoping will be carried out to determine whether the compound could be used differently to support service delivery or disposed of.

Reprovision of Maythorn Childrens Home

- 6.19. Maythorn is a residential home which provides both long term and shared care accommodation for young people aged 8 to 18 with autism, learning difficulties and associated complex needs.
- 6.20. Maythorn works in close partnership with Ivel Valley special school for those pupils who attend the school. All educational programmes and personal targets are shared with care staff to enable continuity of provision across both settings. Proximity makes getting to school easier for children, and enables close working with school.
- 6.21. The home is becoming expensive to operate and maintain, and has been identified for reprovision to ensure any such provision better meets the needs of children with complex needs, is cheaper to run and can support the local authority in keeping children in local provision wherever possible to do so.
- 6.22. Because of the need to be close to Special Educational Needs (SEN) school provision, there is a dependency on the strategy being developed around our Special Educational Needs (SEN) schools and Resource provisions, to understand where and when Maythorn should be re-provided. It is anticipated that this strategy will be completed by the Summer of 2018.
- 6.23. This is also linked to the small amount of capital investment from Department for Education with a need for the council to publish firm plans on how it is proposed to spend this investment by the summer of 2018. To access this investment, the council must demonstrate that they have consulted with local schools and parents on proposals, and this is currently underway.

Greater use of Biggleswade and Sandy Libraries

- 6.24. Biggleswade Customer Services currently lease space at the Job Centre plus location on the High Street in Biggleswade for provision of face-to-face customer service.
- 6.25. Following a review of the pilot in Shefford which relocated Shefford Customer services from Priory House to Shefford Library, Biggleswade customer service is scheduled to be provided from Biggleswade and Sandy libraries by June 2018.
- 6.26. Registration services are currently delivered from The Limes, on the London Road site in Biggleswade. It is anticipated the service will need to be delivered from another location to align with timescales for other changes on the London Road 'campus' site, by 2021.
- 6.27. Consideration will be given to locating Registration services in Libraries subject to being able to meet service requirements.

Greater use of Priory House

6.28. The Corporate Accommodation Plan concluded that

"Intensify the use of the Priory House facility to accommodate a significant proportion of the 641 FTEs that are currently supported through Watling House, Houghton Lodge and Stephenson Court. Priory House then to become the principal corporate office building."

6.29. Staff from Stephenson Court moved into Priory House summer 2017, without displacing any further staff. Plans to intensify use of Priory House included construction of a Mezzanine, however further modelling allowing for Integrated Health and Social Care hubs and using updated utilisation studies has shown this is no longer required.

6.30. The latest utilisation studies show that workstations and meeting rooms at Priory House are still significantly underutilised. Car Park utilisation shows that at peak, there is in excess of 100% occupancy.

6.31. Key conclusions from this are:

- That different ways of working are adopted at Priory House to release underutilised space to accommodate required staff numbers from Houghton Lodge, and future accommodation needs. This includes replacing team areas with unallocated DSE workstations, and digitalising paper record to free space.
- That intensification work outlined in the Corporate Accommodation Plan at Priory House is adjusted to reflect recommendation the latest modelled but continues and is enhanced. In particular:
 - Sewerage and fire exit work.
 - Scoping of further car park provision.
 - Reconfiguration of public ground floor areas at Priory House – including Customer Services, Café and Chamber to support Smart Working.
 - Trial of desk booking system.

6.32. This work will be carried out to support the vacation of Houghton Lodge by the end of May 2019.

7. Leighton Linslade accommodation plan

Locality based integrated Health and Social Care services

- 7.1. There is a requirement to provide c30 workspaces in the Leighton Linslade Integrated Health and Social Care hub. These will accommodate staff currently located in Watling House (c12 workspaces) and in leased space in The Coach House (c15 workspaces).
- 7.2. One Public Estate funding is in place to develop business case for the Leighton Linslade Health and Social Care hub which will set out timescales for its delivery.
- 7.3. Until the Health and Social Care hub is operational, options will be sought to enable CBC locality teams to move closer to their customers providing benefits of greater understanding of local issues and connection to community networks as well as efficiency benefits reducing financial and productivity cost by reducing mileage/travel time.
- 7.4. In particular, investigation of The Coach House which is underutilised and may be suitable for co-location of other services/integration with health, or whether The Coach House offers best value for the space required. This will include considering use of The Moorings, a vacant Council owned property in this quadrant.

Accommodation for older people

- 7.5. Greenfields affordable housing-with-care scheme opened in 2016. This is operated by Aldwyck Housing Association. The development of the Clipstone Park urban extension includes the provision of further housing-with-care for older people.
- 7.6. The Council intends to re-provide Westlands care home onto the site of the former Police Station in Leighton Buzzard through disposal of the site with a development agreement to deliver a new care home. Once the development is complete ownership of the land and facility will transfer.
- 7.7. If this approach is successful, then it is expected that the development will be completed by the second half of 2020.
- 7.8. When complete consideration can be given as to how the current site could contribute to redevelopment plans for land South of High Street.

The Day Offer for Adults and Older People

- 7.9. Adjacent to Westlands care home is Westlands Day Centre for older people. Although it is relatively well-used, a similar service could be delivered in a smaller space.
- 7.10. Its future will be considered as part of the Day Offer project and it is likely that the new care home will be able to be part of the provision of alternative locations for this activity.

Bossard House

- 7.11. Bossard House provides a face-to-face Customer Service presence, and registrations of births and deaths.
- 7.12. Building performance is satisfactory, however there is suitable accommodation within existing customer facing estate in the locality, such as Leighton Buzzard Library and Theatre. By relocating services consideration can then be given as to whether Bossard House could be used differently to other support service delivery or should be disposed of.
- 7.13. It is planned to relocate Customer Services in September 2018, and Registrations services in October 2018.

Riverside Centre

- 7.14. The Riverside Centre is a Council owned building currently used by a third party delivering a Capital Scheme at the adjacent school.
- 7.15. Future uses of the building to support service delivery is under active consideration in anticipation of it becoming vacant.

8. Chiltern Vale accommodation plan

Locality based integrated Health and Social Care services

- 8.1. There is a requirement to provide c40 workspaces for CBC staff in the Chiltern Vale Integrated Health and Social Care hub. These will accommodate staff currently located at Watling House.
- 8.2. The Chiltern Vale Integrated Health and Social Care hub is in the MTFP Capital Programme and scheduled to be operational in 2022 in Dunstable.
- 8.3. There is a requirement to provide c12 workspaces for CBC staff in the Houghton Regis Integrated Health and Social Care hub. This will accommodate staff currently located at Watling House.
- 8.4. One Public Estate funding is in place to develop business case for the Houghton Regis Health and Social Care hub which will set out timescales for its delivery.

Accommodation for older people

- 8.5. Priory View opened in 2016 as a housing-with-care scheme for older people and the larger scheme at Houghton Regis Central is planned for delivery in the next 2-3 years.
- 8.6. As well as delivering accommodation these schemes provide (or in the case of Houghton Regis Central will provide) day care services for older people.
- 8.7. The Council's care homes in this locality have been reprovided.

The Day Offer for Adults and Older People

Houghton Regis Day Centre for Older People

- 8.8. Houghton Regis Day Centre is relatively well utilised although the service could be delivered in a smaller space. The future of this building will be reviewed as part of the Day Offer. Houghton Regis Central is expected to provide an alternative location for the services currently delivered from Houghton Regis Day Centre. The current timescale for this is 2021/22.

Townsend Adult Centre

- 8.9. Townsend Adult Centre is located on an industrial estate. The building performs poorly against suitability measures, with low staff and customer satisfaction. The building is also very underutilized.
- 8.10. The future of this building will be reviewed as part of the Day Offer. The provision of facilities at the new Dunstable Leisure Centre, which could fully or largely replace those at Townsend Centre, is being planned.

Future of Watling House

8.11. The Corporate Accommodation Plan concluded that:

"A 200 workstation office would be required in [the Dunstable/Houghton Regis location], and identified four principle options to be subject to more detailed assessment through the Quadrant Accommodation Plan process".

8.12. Revised modelling to take into account Integrated Health and Social Care hubs and the latest utilisation indicates that a 150 workstation office to accommodate staff with a need to be based in the South; Housing Services, Revenues and Benefits and Customer Services. Other staff would be based at an Integrated Health and Care Hub or Priory House.

8.13. Key conclusions are:

- To consider a 150 and 200 workspace office in Dunstable/Houghton Regis.
- To carryout feasibility for the following options:
 - Dunstable Leisure Centre – New build office building adjacent to new Leisure Centre.
 - Watling House – Adaptation and use of existing facility creating a smaller CBC office and either a commercial office space for lease or an Integrated Health and Social Care Hub.
 - Lease Model – Lease existing space within the area.
 - Consideration of other CBC Assets such as vacant schools.

8.14. A programme is being produced to determine the timeline for this work.

Franklin House – agile working space

8.15. Following the closure of the Greenacre older persons home, the site is being reused primarily to provide transitional accommodation. In addition to this, c30 housing staff are expected to relocate from Watling House to Franklin House, as agile working and ‘touchdown’ office space to support community-based working.

8.16. Subject to successful planning, this is expected to be operational in winter 2018.

Industrial Unit – housing repair hub

8.17. The Housing Property Team of c20 staff will have their main base located with the repair contractor as a Repair Hub supported by agile working. This is likely to be in a CBC-owned building in Houghton Regis.

New Leisure Centre and Library

8.18. The new Dunstable Leisure Centre and Library is expected to open early 2019. The library at Vernon Place will stay open whilst the redevelopment of the leisure centre takes place and will move across to the new building when it opens.

- 8.19. It is anticipated the library at Vernon Place will become surplus to requirements and be considered for redevelopment, along with the former Area Office and Education Youth Service buildings at Vernon Place.

Southern Depot, Thorn Turn

- 8.20. The site developed at Thorn Turn includes a new, bigger and better household waste recycling centre (tidy tip), a reuse shop, a salt barn for storing the salt used on roads in the winter highways depot for vehicles and equipment and offices.
- 8.21. The new household waste recycling centre (tidy tip) open in May 2018 replaced the facility at Frenchs Avenue in Dunstable and the highways depot that opened in January 2018 replaced the depot on Brewers Hill in Dunstable. Moving the tidy tip and highways depot out of town reduces traffic in the town as well as making the household waste recycling centre (tidy tip) easier to get to for everyone.
- 8.22. The Highways storage compound at Caddington is no longer used and surplus to Highways requirements.
- 8.23. The sites no longer in use will be safely decommissioned and secured whilst scoping is carried out to determine options for their future use.

Kingsland

- 8.24. Kingsland is a 22-hectare site in Houghton Regis. The site is approximately 50% unused green open space. The site includes various education establishments (former University Technical College, Central Bedfordshire College, Houghton Regis Academy, Chiltern Special School, Academy of Central Bedfordshire, Priory Parkside, Kingfishers, the council's Employment and Skills Service) and Houghton Regis Leisure Centre.
- 8.25. Future redevelopment of Kingsland is at the heart of wider Houghton Regis regeneration plans. S106 funding from future development will, in part trigger new provision of the facilities currently on the Kingsland site to meet future need- however additional funding is required from Central Government to make this happen. Consideration will also be given to provision of the Houghton Regis Integrated Health and Social Care Hub.
- 8.26. Building performance for Employment and Skills Service office is poor, with low levels of staff satisfaction and poor suitability rating. Options for provision at Watling House or other locations in advance of Kingsland redevelopment are to be explored.

Former Brewers Hill middle school and Streetfield middle school

- 8.27. Brewers Hill and Streetfield Middle Schools closed in August 2016. These were Community Schools with land and buildings which returned to the Council. The Council is incurring significant costs to keep the vacant schools secure.
- 8.28. The education strategy for Houghton Regis and Dunstable proposed the school sites to be used for accommodating alternative education provisions including relocating school sites in constrained locations and creating sixth form provisions. However, there is a dependency with the Schools educational landscape work, and the future redevelopment of Kingsland to understand whether these are required.
- 8.29. The use of these sites will now fall into the Houghton Regis / Dunstable cluster plans including regeneration proposals for the Houghton Regis area with initial suggestions anticipated by the autumn.

Grove House, Dunstable

- 8.30. Grove House is a leased space used for carrying out registration of births and deaths, and conducting wedding and civil partnership ceremonies.
- 8.31. Office space performance is poor with low levels of staff satisfaction and poor suitability rating.
- 8.32. Consideration is to be given to providing office space for registration services from other Council owned buildings in the locality such as Dunstable Leisure Centre and Library, and Watling House, whilst retaining use of the ceremony room.

Former Toddington Youth Centre

- 8.33. The former Youth centre is vacant and surplus to service need. The building is boarded up as there are defects with the building that are not economical to repair and potentially dangerous and a proposal will be brought forward to dispose of the site.

9. Summary of planned accommodation changes

	Change	Quadrant	Timescale
1	Biggleswade Customer Services to be relocated to Biggleswade and Sandy Libraries.	Ivel Valley	June 2018
2	Provision of Customer Services face-to-face presence in Flitwick Library.	West Mid Beds	September 2018
3	Vacation of teams from Bossard House to be relocated to Leighton Buzzard Library and Theatre (subject to scoping). Review of whether to retain Bossard House to be carried out.	Leighton Linslade	September 2018 (Customer Services) October 2018 (Registration Services)
4	Scope the relocation of Adult Skills Service from Kingsland to Watling House, and identify options and timescales for any change.	Chiltern Vale	September 2018
5	Northern Depot, Sandy opens and is operational.	Ivel Valley	September 2018
6	Review of whether The Coach House is suitable for co-location of other services/integration with health, and whether it offers best value. To include consideration of The Moorings, identifying options and timescales for any change.	Leighton Linslade	October 2018
7	Outcome of public consultation on future of Ampthill Day Centre for older people.	West Mid Beds	December 2018
8	Dunstable new Leisure Centre and Library opens, Vernon Place library closes.	Chiltern Vale	Winter 2018/19
9	Franklin House (former Greenacres) operational. Move of repairs function from Watling House to Franklin House.	Chiltern Vale	Winter 2018/19
10	Determine options for future of Brewers Hill highways depot and associated timescales for implementation.	Chiltern Vale	Winter 2018/19
11	Determine options for future of Frenches Avenue HWRC, and associated timescales for implementation.	Chiltern Vale	Winter 2018/19
12	Determine options for future of former Highways compounds, and associated timescales for implementation.	Ivel Valley, West Mid Beds, Chiltern Vale	March 2019

	Change	Quadrant	Timescale
13	Disposal of former Toddington Youth Centre.	Chiltern Vale	March 2019
14	The Birches Transitional Accommodation open and operational, move of staff from Priory House.	Ivel Valley	March 2019
15	Houghton Lodge offices closed and staff relocated to Priory House and Watling House.	West Mid Beds	May 2019
16	Intensification works completed at Priory House.	Ivel Valley	May 2019
17	Relocation of Registrations Service from Grove House to Dunstable Leisure Centre and Library or Watling House (subject to scoping).	Chiltern Vale	2019 (summer)
18	Intensification works completed at Ampthill Courthouse.	West Mid Beds	2019 (summer)
19	Review of Biggleswade Adult Centre.	Ivel Valley	2020
20	New Crematorium open and operational.	West Mid Beds	2020
21	Review of Westlands Day Centre.	Leighton Linslade	2020
22	Reprovision of Westlands Care Home	Leighton Linslade	2020 (summer)
23	Registration Services to be relocated from The Limes. Location to be determined.	Ivel Valley	2021
24	Ivel Valley Integrated Health and Social Care Hub open and operational.	Ivel Valley	2021
25	Review of Biggleswade Day Centre for older people.	Ivel Valley	2021
26	Reprovision of Abbotsbury Care Home.	Ivel Valley	2021
27	Reprovision of Allison House Care Home.	Ivel Valley	2021
28	Reprovision of Ferndale Care Home.	West Mid Beds	2021
29	Review of Houghton Regis day for older people.	Chiltern Vale	2021
30	Chiltern Vale Integrated Health and Social Care Hub open and operational.	Chiltern Vale	2022
31	Houghton Regis Integrated Health and Social Care Hub open and operational.	Chiltern Vale	2022 TBC
32	West Mid Bedfordshire Integrated Health and Social Care Hub open and operational.	West Mid Beds	2022 TBC

	Change	Quadrant	Timescale
	Vacation of the Rufus Centre.		
33	Leighton Linslade Integrated Health and Social Care Hub open and operational.	Leighton Linslade	2022 TBC
34	Co-location of community, mental health and social care colleagues in advance of Ivel Valley Integrated Health and Social Care hub.	Ivel Valley	TBD
35	Reprovision of office accommodation currently provided at Watling House.	Chiltern Vale	TBD
36	Reprovision of Maythorn Childrens Home.	Ivel Valley	TBD (following strategy Summer 2018)
37	Repurposing of Riverside Centre to support service delivery.	Leighton Linslade	TBD (dependency on third party)
38	Reprovision of services currently located on Kingsland.	Chiltern Vale	TBD
39	Scope the alternative use for vacant schools, and identify options and timescales for any change.	Chiltern Vale	TBD autumn 2018
39	Review of future use of Silsoe Horticultural Centre and wider site.	West Mid Beds	TBD (This review is likely to take place once the outcome of reviews of the future of other centres is known)



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