



**CORPORATE ASSET  
MANAGEMENT PLAN  
2014 - 2015**

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**Preface by the Councillor Alan Ward**  
**Executive Member for Transformation and Finance**

I have been a Member of Bracknell Forest Council since its inception in 1998 and represented the citizens of the Borough for many years, prior to this, including being Leader of the Council from 1984 to 1992. In my current appointment as Executive Member for Transformation and Finance, my portfolio includes the strategic management and policy as to how the Council manages its operational and commercial property assets across the Borough.

Throughout my career and extensive local authority experience I have learnt and understood the importance of the Council's assets to support the transformation and enabling of regeneration. Assets are also important to progress any opportunities within the Borough to align service delivery with the Council's key objectives for the residents of the Borough.

I believe it is essential that the Borough's professional officers have the full endorsement of the Executive to execute policies that will deliver the best use of our assets in the most efficient manner possible for the coming years, particularly as we emerge from a cycle of extensive economic downturn and continued pressure on local authority budgets. This Council will continue to deliver its services and objectives in a financially prudent manner by maximising the use of our assets wherever appropriate and minimising any impact on the public finances in enabling transformation of our services.

**Councillor Alan Ward**  
**Executive Member for Transformation and Finance**  
**December 2013**



## **Executive Summary and Objectives for 2014-2015**

This updated and renewed Corporate Asset Management Plan sets out the overarching framework and objectives of Bracknell Forest Council in its management of its property assets. The Council continues to operate in a financially prudent manner to deliver its statutory and frontline services for its residents and the management of its assets are a core component of its financial support and delivery, aligned to the Council's key objectives.

Central government has identified the value of local authority assets. They should not only contribute more directly to the financial budgets of authorities but they should also be a key driver in the delivery of more environmental and sustainable objectives in saving energy and promoting less waste.

This Council through its directorate asset plans, financial prudence and strategic asset management will continue to deliver and meet these objectives.

The Corporate Asset Management Plan is endorsed by the Council's Executive and in summary the Council's asset strategy:

- i. Provides the strategic framework for corporate decision making regarding the acquisition, development and disposal of Council land and property to achieve financial targets.
- ii. Requires a robust data and evidence base of customer intelligence, local service needs and property condition, space utilisation and energy efficiency.
- iii. Provides a framework for co-operation and co-location of services involving other parts of the public sector and voluntary sector.

The Plan works within the context of national policy and current statute. The Plan also includes details of capital programmes over the life of the plan 2014-2015.

The key objectives of the Plan are:

- i) To use our assets, knowledge, skills and expertise to support the redevelopment of Bracknell Town Centre, working with our partners.
- ii) To rationalise the office space that the Council occupies by up to 15% to deliver capital receipts, operational cost savings and carbon efficiency targets.
- iii) To provide a modern infrastructure and enable new ways of working to change the way customers, staff and other service providers do business with each other.
- iv) To provide a property portfolio that promotes organisational and behavioural change and enables flexible working initiatives and provides value for money from commercial and industrial properties.
- v) To align property decisions with strategic objectives and outcomes set out in the Council's local development plan and directorate service plans, environmental and local economic development strategies. In particular, this work will focus on extending the supply of school places across the Borough and supporting the need to provide alternatives to residential care for older people.

- vi) To centralise and co-ordinate property decisions at a corporate level through Asset Management Group allowing capital spending and investment to be prioritised and monitored in accordance with the approved capital programme.
- vii) To ensure that property and facilities management principles and standards are adopted to ensure building efficiency, improved service performance, adequacy of maintenance and value for money, aligned with the Facilities, Construction and Utilities Category Management Strategies.
- viii) To set the framework and criteria for owning, sharing, occupying, managing and disposing of property assets.
- ix) To carry out a Property Review to provide properties which are fit for purpose, in a satisfactory condition, safe, accessible for people with disabilities and comply with relevant statutory requirements and financial reporting requirements.
- x) To maintain a comprehensive and accurate electronic record of all Council owned assets to inform property decisions including building condition, suitability, occupancy, space utilisation, energy efficiency and the most appropriate valuation for the asset concerned. The property management information system should be web based and accessible to customers and partners with appropriate securities in place to protect data.

## 1. INTRODUCTION

1.1 Bracknell Forest Borough Council's Corporate Asset Management Plan consists of this overarching framework document supported by the Council's Service Plans.

1.2 This Plan takes into consideration three key publications relating to Asset Management.

In February 2008 the Department for Communities and Local Government published "Building on Strong Foundations, A Framework for Local Authority Asset Management". This document recognises the improvements made in Local Authority Asset Management over the last ten years, but states, 'over the next three years I want to see Local Authorities build on their earlier work to ensure that they secure, better value for money whilst making more effective use of their asset base as the foundation for delivering high performance services'.

1.3 In October 2008 the Audit Commission published its Key Lines of Enquiry for Asset Management. This document placed emphasis on the following: -

- The organisation has a strategic approach to Asset Management based on an analysis of need to deliver strategic priorities, service needs and intended outcomes.
- The organisation manages its asset base to ensure that assets are fit for purpose and provide value for money.
- The organisation works with partners and community groups to maximise the use of assets for the benefit of the local community.

Although Asset Management is not now subject to specific external audit, the principles and objectives of sound asset management are still important to effective service delivery for a local authority.

1.4 The Leaner and Greener: Delivering Effective Estate Management report published in February 2011, recommends 15 strategic policies to save money and improve services. The report states that if local government follows the recommendations of the inquiry's report, it can not only save £7 billion a year in running costs, but it can also improve environmental efficiency and improve services.

1.5 The Council's previous Corporate Asset Management Plan has been reviewed against the contents of these documents and further developed to provide the required framework for the next 2 years.

## **2. BRACKNELL FOREST OVERVIEW**

- 2.1 Bracknell Forest lies 28 miles west of London, at the heart of the Thames Valley and within the county of Berkshire. The Borough is in the Western Corridor and Blackwater Valley Sub region, and covers approximately 42 square miles (10,981 hectares). It includes the towns of Bracknell, Sandhurst and Crowthorne Village, as well as a number of smaller villages and settlements.
- 2.2 The local economy is above average size and productivity when compared to the region and nationally. Good transport links, a well educated labour force and the quality of the environment are key attractors to the companies that have located within the Borough.
- 2.3 The Borough's population growth rate has slowed considerably since 2001 from 11.7% to 3.3%. It is now much lower compared to both the south east region (7.9%) and England (7.9%). The demand for an increased number of households still causes pressure for more housing, leading to pressures on infrastructure and services and the Borough's environment assets which include sites designated as being important for nature conservation at an international, national and local level.
- 2.4 The largest single ethnic group in Bracknell Forest is White British making up almost 85 per cent of the population. The largest non-white ethnic group is Asian. This group is also the fastest growing group rising from 2,098 (1.91 per cent) to 5,108 (4.51 per cent) in the period 2001 to 2011. From 2001 to 2011 the number of BME people has grown from 10,345 (9.4 per cent) to 17,007 (15.1 per cent).
- 2.5 A household space is the accommodation occupied by an individual household or, if unoccupied, available for an individual household. Between 2001 and 2011 the number of household spaces within Bracknell Forest rose by 2,540 (5.8 per cent) from 44,482 to 47,039 in contrast to 7,692 (21.6 per cent) between 1991 and 2001. This reducing rate of growth of household spaces is mirrored by the reduced rate of population growth.
- 2.6 Bracknell Forest is within the economically buoyant Thames Valley and the aspiration is to maintain a vibrant local economy throughout the Borough, and in particular to protect the local economy as far as possible during the downturn. The number of people claiming Job Seekers' Allowance rose to a peak of 2.6% in August 2009 due to the recession, but has since fallen again and has remained steady for the last 2 years. The figure was 2.2% in August 2012, and the proportion remains lower than both the national and south east averages.
- 2.7 The economic downturn has also had a significant impact on the proportion of young people in education, employment or training. In June 2012, the proportion of young people aged 16-18 in Bracknell Forest who were not in education, employment or training (NEET) was 5.2% (this represents around 138 young people). This remains a key priority for the area. An overriding ambition for the economy is to regenerate Bracknell Town Centre as soon as possible to create a centre which provides a vibrant economic, social and cultural heart to the Borough and a real sense of place.
- 2.8 Bracknell Forest Council is a unitary authority, established in 1998, it has responsibility for education, social care, planning and library functions in addition to the previous district council functions relating to leisure, highways and the environment.

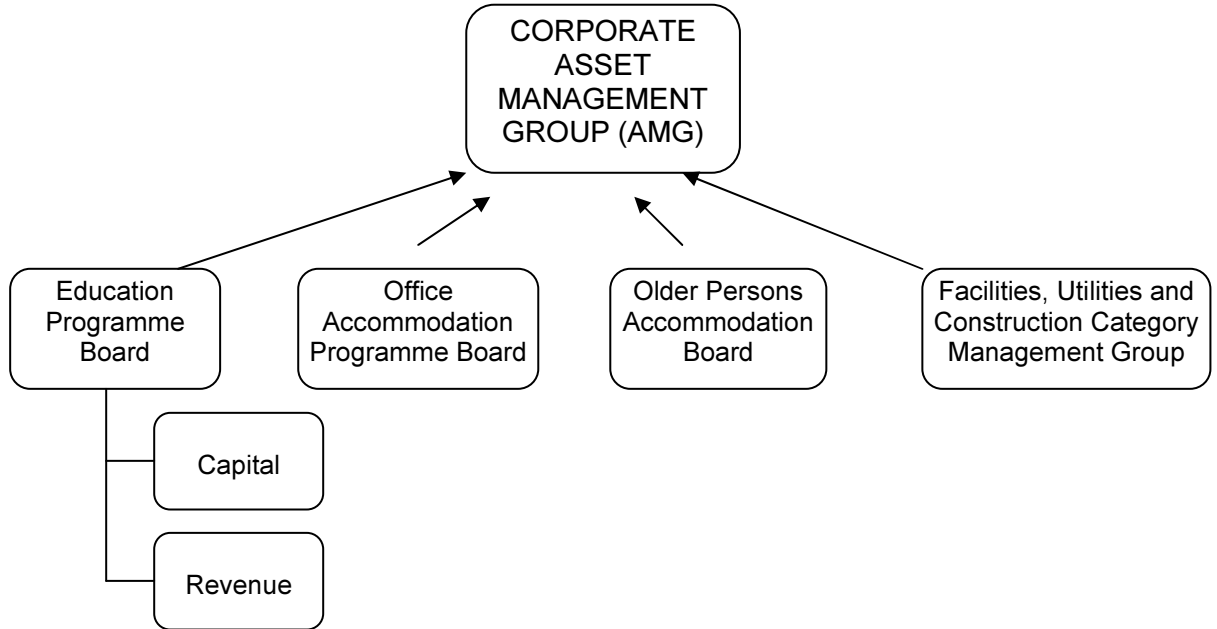
2.9 The Council transferred its housing stock in 2008 to a Registered Provider, (Registered Social Landlord), Bracknell Forest Homes. It therefore, has only a limited number of houses within its ownership required to support its homelessness duty.



### **3. COUNCIL GOVERNANCE AND ASSET MANAGEMENT PLANNING**

- 3.1 At the political level the Council has adopted the Leader and Executive (cabinet) model of governance. This is now supported by Portfolio Review Groups. The portfolio for each Executive Member is broadly based on service department's responsibilities. The Executive Member with responsibility for Asset Management is Councillor Ward.
- 3.2 The Council is structured around four directorates, Adult Social Care, Health & Housing (ASCHH); Children, Young People & Learning (CYPL); Corporate Services (CS) and Environment, Culture & Communities (ECC). Directorates are led by a Director supported by Chief Officers covering various service delivery areas. The Chief Executive retains a small team to deliver a number of key functions.
- 3.3 The Chief Officer: Property is responsible for Corporate Asset Management within the Council and reports to the Director of Corporate Services who chairs the Asset Management Group. This group was established in 1998 to co-ordinate and manage the asset management process within the Authority. Its members include senior representatives from each directorate as well as representatives from the Police and the Health Trust. The Borough Treasurer is also represented to provide financial input into discussions and recommendations.
- 3.4 The Corporate Asset Management Group meets five times per annum with formal agendas and minutes. The group reports direct to the Council's Corporate Management Team. It includes members from Thames Valley Police and the Health Trust. The Group's Terms of Reference are set out below: -
- (i) To be the project board for the creation and delivery of the Corporate Asset Management Plan, including acquisitions, disposals, service needs and requirements and maintenance of the Councils' assets to support the medium term objectives of the Council.
  - (ii) To monitor the property aspects of the Councils' Capital Programme and evaluate submissions for future programmes.
  - (iii) To be the primary property advisory board across the authority driving efficient space utilisation and cost (of occupancy) management.
  - (iv) To ensure all property is compliant with relevant legislation.
  - (v) To review pressures, disposals and property requests across the Council.
  - (vi) To assist the implementation of category strategy for Facilities.
  - (vii) To review the S106 monies held and future CIL receipts and advise in the allocation of funds into projects.
- 3.5 The Chief Officer: Property also meets on a regular basis with the Executive Member for Transformation and Finance who has responsibility for asset management.
- 3.6 A number of groups report to the Asset Management Group for specific programme areas. These are:
- Office accommodation
  - Education accommodation
  - Older Persons accommodation
  - Category Strategy groups for Utilities, Construction and Facilities

# CORPORATE ASSET MANAGEMENT GROUP



#### **4. THE APPROACH TAKEN BY THIS PLAN**

4.1 “Building on Strong Foundations, A Framework for Local Authority Asset Management” has adapted the Royal Institution of Chartered Surveyors (R.I.C.S.) definition of asset management which was included in the R.I.C.S Property Asset Management Guidelines’ 2<sup>nd</sup> edition. Asset Management is defined as: -

‘The activity that seeks to align the asset base with organisation’s corporate goals and objectives. It ensures that the land and buildings asset base of an organisation is optimally structured in the best interests of the organisation concerned’.

4.2 ‘The Evaluation of Corporate Capital and Asset Planning in Local Authorities’, which was produced by York Consulting in 2007 after being commissioned by D.C.L.G. identified 3 key areas for successful asset management planning, which are set out below: -

- A strong corporate culture in the Authority
- Recognition of the importance of strategic asset management from senior officers and members.
- Strong leadership across the Authority.

D.C.L.G. have stated that there are 4 major steps to good asset management planning: -

##### **Step 1 – Asset Management Processes within the Local Authority**

- Prioritise asset management at a senior level
- Ensure that asset management is adequately resourced
- Think corporately about asset management
- Involve elected members and designate a member of the Cabinet to hold the asset portfolio
- Ensure there is a project management system in place
- Ensure that formal mechanisms are in place to engage with citizens, and to collect, analyse and store the relevant property data

##### **Step 2 – Aligning Assets with Visions**

- Ensure that the Asset Management Plan is a medium to long term plan
- Link asset management to all other strategies
- Link the Asset Management Plan to the corporate vision and statutory requirements.
- Clearly outline the objective for each for each asset
- Consider options for all assets
- Work across boundaries to align asset management strategies

### **Step 3 – Implementation of the Asset Management Plan**

- Establish clear strategic approaches to the utilisation of space and flexible working, and co-location with partners and stakeholders
- Consider options for all underused assets
- Consider options for financing of new assets
- Maintain and adapt existing assets as needed

### **Step 4 – Review and Monitor Process**

- Periodically review corporate management arrangements for capital asset planning to ensure they are fit for purpose
- Conduct post implementation review of all capital projects that are undertaken
- Engage with other organisations and share looking to drive a process of continuous improvement

These are all policy and processes not only endorsed but well established and practised throughout BFC in its management of its assets. This is further supported by the Directorates in their Asset Management Plans and various strategies such as the Financial Strategy and also any relevant Category Strategies to align efficiency with delivery and utilisation to ensure best practice use of assets.

## **5. POLICIES THAT INFLUENCE AND SHAPE BRACKNELL FOREST COUNCIL ASSET MANAGEMENT**

### **5.1 Local Authority Finance**

Local Authorities are contributing to the national deficit reduction programme and have experienced some significant reductions in grant funding over the last 3 years. Taken together with inflationary rises and a freeze on Council Tax income over this period, the Council has been faced with substantial financial constraints within which to deliver its services. The Council has a robust past record on asset management and investment. However one impact of this economic backdrop has been to re-focus the Council's requirement to make the most effective and efficient use of its asset base and to prioritise its investment decisions.

### **5.2 Housing Green Paper (2007)**

This highlights local government's role in improving the pace of housing delivery. It sets out how local authorities might use their assets to form partnerships with the private sector to deliver more housing and increase regeneration.

### **5.3 Equality Act 2010**

The Equality Act 2010 places a duty on the Council to advance equality of opportunity, eliminate discrimination, harassment and victimisation and foster good relations between those that share a protected characteristic and those that do not. Disability is one of nine protected characteristics and it provides legal rights to access goods services and facilities.

### **5.4 Climate Change**

It is recognised that Local Authorities have a crucial role in tackling climate change and helping society move towards sustainable modes of development. It can shape its services and influence those of local partners to create solutions that are joined up, integrating the economic, environmental and social priorities of local areas to create sustainable communities. The Council's Energy Manager provides key advice in these matters. The Council is a signatory to the Nottingham Declaration on Climate Change.

### **5.5 Localism Act**

The Localism Act 2011 brings about significant changes in the way public property assets are managed, owned, shared and financed.

Among the changes proposed which may be relevant to property assets are:

- Greater local authority and community powers over housing and regeneration
- The right of communities to take over the running of local services
- The community right to bid
- The abolition of regional strategies
- Communities producing neighbourhood development plans
- Reform of the local planning system
- The community right to build
- Community consultation before making very large planning applications
- Changes to the community infrastructure levy

- Social housing tenure and allocations and homelessness reform; and
- Reform of council housing finance (the housing revenue account).

The Council has regard to these requirements in so far as they relate to management of assets.

## 5.6 **Effective Estate Management**

The Leaner and Greener: Delivering Effective Estate Management report published in February 2011, recommends 15 strategic policies to save money and improve services. The report states that if local government follows the recommendations of the inquiry's report, it can not only save £7 billion a year in running costs, but it can also improve environmental efficiency and improve services.

The Leaner and Greener review has been updated with Leaner and Greener II, [http://www.policyconnect.org.uk/wsbf/sites/site\\_wsbf/files/report/330/fieldreportdownload/wsbf-lq2pdf.pdf](http://www.policyconnect.org.uk/wsbf/sites/site_wsbf/files/report/330/fieldreportdownload/wsbf-lq2pdf.pdf)

The Leaner and Greener II report builds on the 15 recommendations which are set out in the hyper links above. Bracknell Forest Council even without reference to these reports has operated in an efficient and prudent manner with its assets and most of these recommendations have either have already been implemented or projects supporting these principles are likely to be actioned over the duration of this plan. Examples include the Council's office rationalisation into Time Square, with the removal of its occupation of Seymour House and staff now working more flexibly, thus reducing the level of fixed office accommodation.

## **6. THE COUNCIL'S STRATEGIC APPROACH TO ASSET MANAGEMENT**

6.1 The Council's strategic approach to Corporate Asset Management is created by the following plans and strategies, in addition to the High Level national policies set out in Section 5.

- Council's Service Plan, overarching priorities and Medium Term Objectives
- Masterplan for the Town Centre
- Local Development Framework
- Capital Strategy
- Asset Register
- Climate Change Action Plan
- Small Land Sales Policy
- Depot Rationalisation Report
- Cultural Strategy
- Office Accommodation Strategy
- Older Persons Accommodation Strategy
- Property Review
- Category Strategies for Utilities, Construction, ICT and Facilities
- ICT Strategy – Customer Contact Strategy

All directorates are developing/improving/updating their Asset Management Plans which take into account the corporate objectives set out in this Asset Management Plan.

The Council's vision for Asset Management is:

*To optimise the use of its land and property in terms of service benefit, contribution to the community, financial return and value for money. The Council endeavours to ensure that its properties are suitably located and accessible, well maintained and suitable and sufficient for purpose. The Council disposes all surplus properties unless there is an identifiable future need, in which case a short term let is agreed.*

The Council's Strategic approach to procurement has been endorsed to group certain expenditure item into category. This is explained later in this report at 8.1.

6.2 These plans and strategies, along with the work of the Asset Management Group, have enabled properties to be aligned to support the Council's Medium Term Objectives for 2011/2015 (revised 2013). The overarching priorities and Medium Term Objectives are: -

### **Priority One: a town centre fit for the 21<sup>st</sup> century**

MTO 1: Regenerate Bracknell town centre:

### **Priority Two: protecting and enhancing our environment**

MTO 2: Protect communities by strong planning policies

MTO 3: Keep Bracknell Forest clean and green

### **Priority Three: promoting health and achievement**

MTO 4: Support our younger residents to maximise their potential

MTO 5: Work with schools and partners to educate and develop our children, young people and adults as lifelong learners

MTO 6: Support opportunities for health and wellbeing

**Priority Four: create a borough where people are, and feel, safe:**

MTO 7: Support our older and vulnerable residents

MTO 8: Work with the police and other partners to ensure Bracknell Forest remains a safe place

**Priority Five: Sustain economic prosperity:**

MTO 9: Sustain the economic prosperity of the borough

MTO 10: Encourage the provision of a range of appropriate housing

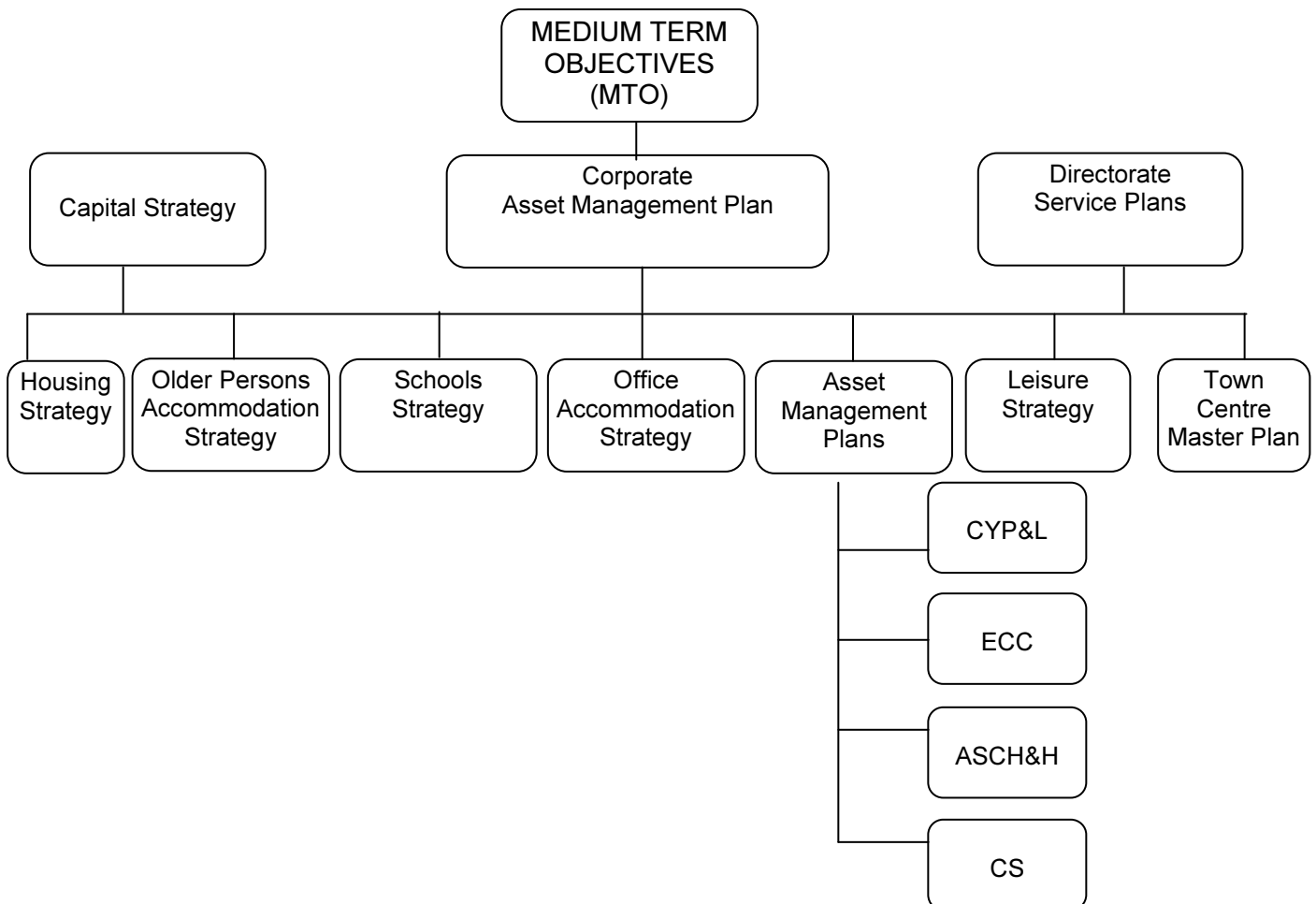
**Priority Six: Provide value for money:**

MTO 11: Work with our communities and partners to be efficient, open, transparent and easy to access and to deliver value for money

The Asset Management Plan has been drafted to take into account the Bracknell Forest Partnership’s Sustainable Communities Strategy and 11 Medium Term Objectives. The Plan sits alongside with the Capital Strategy and Directorate Service Plans. This tier of council’s planning provides direction for number of strategies which are focused on specific objectives and include:

- (a) Office Accommodation Strategy
- (b) Education School Strategy
- (c) Youth Hub
- (d) Older Persons Accommodation Strategy
- (e) Property Review
- (f) Children, Young People & Learning Asset Management Plan

**ASSET MANAGEMENT STRUCTURE**





## **7. IMPLEMENTATION OF THE STRATEGIC ASSET MANAGEMENT PLAN**

7.1 The decision making structures and leadership at senior level are essential for successful implementation of the Plan. This occurs in various ways depending on the project; for instance:

- The Town Centre Regeneration Committee is an all member group supported by the Chief Executive and Chief Officers and makes decisions relating to the regeneration of Bracknell Town Centre. This is the major project of the Council in partnership with the private sector.
- All major projects are managed by Project Groups using project management methodology based on Prince. These groups are usually Senior Officers but can include members.
- The Asset Management Group is an all officer group led by the Director of Corporate Services, working across all Departments to provide a unified approach to asset management. It is attended by senior staff who have sufficient seniority and authority to make recommendations to Corporate Management Team.
- Regular meetings between Chief Officer: Property and the Executive Member for Transformation and Finance provide a vital link between the Asset Management Group and the Executive.
- There are a number of officer working groups which deal with specific topics, e.g. flexible working, climate change, accommodation and building maintenance etc.
- Education Capital Programme Group.

7.2 This focussed approach which includes Members and senior officers results in a Council wide approach to asset management. The Council has adopted Prince Project Management methodology and this is applied in proportion to the significance of the project.

### **7.3 Asset Strategy**

The Council's asset strategy assists, facilitates and complements the implementation of the key elements of the Corporate Asset Management Plan and includes a comprehensive property data resource for the Council.

This strategy comprises 4 main areas.

1. Property reviews
2. Directorate property objectives and major projects
3. Acquisition and disposals programme
4. Property performance monitoring

### **7.4 Property reviews**

The information and facts for all Council property assets are set out in an accessible format. Information will be compiled for each property including the following:

- Title details including restrictive covenants
- Rateable value

- Building and site areas
- Planning issues
- Site issues such as trees and rights of way across the site
- Plans and photographs
- Service suitability
- Potential for sale, intensification of use or alternative uses
- Contamination

The method for collecting the data, the time frame, the system to be used for holding the information, how the information will be updated and who will be able to access the data will be set out. It is anticipated that a comprehensive property review will be undertaken in 2014.

#### 7.5 **Directorate property objectives and major projects**

Each Directorate has responsibility of drafting, with the assistance of officers in Corporate Property, its major property issues and objectives for the year ahead. There will be close links with the council's Medium Term Objectives and the Directorate service plans.

The main areas to be covered will include:

- A list of current assets managed
- Service issues which will have an impact on property such as service expansion or reduction
- Specific service requirements, for examples, the requirement of properties for the homeless

#### 7.6 **Property acquisitions and disposals**

The strategy sets out the Council's procedures for acquisitions and disposals as aligned to its constitution and provide a list of properties which are to be sold or purchased over the next financial year.

The Asset Management Group will monitor the progress of each transaction during the year and consider any new potential disposals and acquisitions.

#### 7.7 **Property Performance**

In order to measure the performance of operational properties over time, data will be collected yearly for the following areas:

- Energy consumption
- Disabled access
- Occupation of buildings per square metre
- Maintenance backlog

These will be benchmarked nationally using the CIPFA Estates Value for Money benchmarking service.

## **8. MANAGEMENT OF THE ASSET BASE**

8.1 It is essential that properties are managed effectively in order to support the Corporate Asset Management Plan. This management can be divided into 5 main areas: -

- Assessment of value for money
- Assessment for Service Need
- Surplus property
- Condition and Maintenance of Land and Property
- Assessment of suitability
- Assessment of sustainability

### **8.2 Value for Money**

In all property matters it is essential that the Council obtains value for money. Examples of our approach are: -

- Whole life costing for major projects, e.g. replacement of chillers, air handling units and roof covering at Time Square.
- Ensuring all properties are appropriately marketed prior to disposal to ensure best value.
- Developing the use of benchmarking so we can assess our performance against others.
- Using performance indicators to assess the level of improvement over time

We are continuing to develop performance monitoring of our buildings and in particular are concentrating on: -

1. Levels of occupancy of service buildings
2. Running costs of service buildings
3. Disabled access to public buildings
4. Voids within tenanted portfolio

Key objectives are reported on a quarterly basis, in the Quarterly Service Report. The data is then reported to the Executive and Overview and Scrutiny and used to set targets within the service plans for the following year.

Regular submissions are made to CIPFA as part of a national benchmarking exercise covering a wide range of indicators which provide data on areas such as efficient use of office space, energy consumption across service buildings and value for money of staff time.

### **8.3 Service Need**

Inefficient and inappropriate use of property assets can have a significant effect in terms of revenue, capital and service delivery:

- There is a high revenue cost of retaining property, which is either not currently required to meet corporate objectives or is under utilised. Costs incurred include business rates, security, maintenance and meeting health and safety requirements.

- For every property owned by the Council there is an opportunity cost i.e the amount which could be realised on the open market. Where a property is not providing value for money the capital value could be realised with the subsequent receipt being available to fund future capital projects.
- Property is an important element of service delivery but as services change over time, the requirements of property, such as size, location and types of space may likewise change and the quality of the service provided can equally be affected.

The Council regularly reviews the number, size and location of key service points across the Borough to ensure service need is met and if there is potential for rationalisation. This process is always informed by engagement with service users and the community. Current examples of this approach are the Older Person's Accommodation Strategy and the Office Accommodation Strategy.

One of the objectives of the Older Person's Accommodation Strategy is to provide additional assisted accommodation for older people by working with key partners such as Bracknell Forest Homes. The first major project in the strategy is well under way with Clement House, a 64 unit Extra Care facility, currently being built on land adjacent to Garth Hill College, which will open in spring 2015.



Artist impression of Clement House

Another example is the Office Accommodation Strategy which aims to rationalise the Council's office space. This resulted in the sale of Seymour House, one the Council's town centre administration buildings, and the reuse of part of Waymead, an Adult Social Care service facility. The objective was to house staff in 2 main buildings. To bring this about the Council has introduced flexible working and carried out improvement works to Time Square, to enable a much higher density of staff occupation and reduce office space significantly.

### 8.3.1 Key Directorate Needs

Each directorate of the Council has its own specific service needs.

#### Children, Young People and Learning

- To provide Sufficient School Places (Basic Need) which includes widening the programme of expansion works at existing schools through the expansion by forms of entry and surge classrooms in accordance with the Capacity Strategy.
- To construct up to seven new schools at Blue Mountain, TRL, Amen Corner and in Warfield.
- To continue to implement an annual planned maintenance programme for schools to address as many priority 1 urgent works as possible.
- To continue to implement essential monitor health & safety and other compliance works in establishments and where required as part of the CYPL Capital Programme.

#### Adult Social Care, Health and Housing

- Bring accommodation into use to provide alternatives for residential care for people eligible for adult social care support.
- Review and rationalise existing facilities
- Provision of temporary accommodation for homeless households

#### Environment Culture and Communities

- Support the Council's Priorities and MTOs through the provision of high quality public service buildings.
- Maintain buildings delivering public services to a standard where they meet the needs of customers.
- Invest in the Council's buildings to attract paying customers and thereby maintain current income levels.
- Seek to continuously improve the efficiency of our buildings.

#### Corporate Services and Chief Executive's Office

- To support the regeneration of the Town Centre against a comprehensive masterplan using Council assets and resources as agreed.
- Implement the Accommodation Strategy to rationalise the number of Council administrative buildings and the Commercial Centre.
- In liaison with all Council departments carry out a comprehensive options appraisal to explore possible ways that Council facilities can be run by the community.
- To maintain the performance of the commercial portfolio as a key source of income for the Council.
- To minimise the running cost of assets.

#### 8.4 **Surplus Property**

When a property is no longer required for its existing use, directorates are required to refer the property to the Asset Management Group. This Group will carry out an options appraisal and consider whether there is a suitable requirement within the Council or by key partners and, if not, a recommendation is made for disposal. An example of reutilising a property for a different service use is the proposed conversion of the former Eastern Road Adult Services day centre to an SEN facility for education use.

In some cases the most beneficial option for the Council may be to sell a property in order to raise a capital receipt to support the Council's capital works programme.

Under the Local Government Act 1972, Councils have the power to sell any interest in property in any they wish subject to the disposal being at best consideration. Under the provisions of the general consent 2003, consent is not required for the disposal of any interest, at less than best consideration, in order to secure the promotion or improvement of the economic, social or environmental well being of its area, provided the undervalue does not exceed £2,000,000. Councils need to show that any disposal at under value complies with European requirements and fulfils the Council's fiduciary duty, in a way that is accountable to the local people. The Council is also required to have obtained a realistic valuation of the interest and the under value. In order to ensure that the Council adopts a consistent approach there is a need to set out procedures for justifying a sale at an under value.

The following guidelines have been developed to provide a consistent approach to the disposal of property interests:

- To adopt a presumption in favour of obtaining best consideration from all freehold and long leasehold disposals
- Disposals of all freehold and long leasehold property interests will be sold/leased at not less than market value unless the transaction results in the Council meeting a corporate objective.
- Where in the interest of good estate management or to satisfy Council objectives an open market disposal/letting is not appropriate, the terms of the agreement should be restricted to meet the aims of the transaction and the consideration should reflect this. For example, where a particular use is required for a property, the agreement may provide that the property is restricted to that use and the consideration may be lower to reflect this situation.

The disposal of properties can also help to achieve other Council objectives in addition to a capital receipt. The sale of land at Brakenhale School in 2009 achieved a capital receipt of £3.5 Million which provided the School with a new trampoline centre in addition to other excellent sports facilities. In addition to this 64 affordable housing units were built and a refurbished and an extended Open Learning Centre was constructed.

#### 8.5 **Condition and Maintenance of Land and Property**

The Council holds core data on each property including details of location, construction and other physical characteristics. Corporate Property, (Construction & Maintenance section), inspects key buildings and high risk properties annually, other essential service buildings every three years and non essential buildings every five years.

This results in a priority list of repairs and maintenance which forms the basis of the maintenance programme for the following financial year. Whilst all urgent repairs are dealt with as a priority and as soon as practical, lack of financial resources at present make any significant reductions in the schedule of less urgent repairs and maintenance very difficult. Whilst this is a concern it should be noted that major incidents of building component failure have been negligible in the last five years.

Appendix E provides details of the repairs situation for the current year up to August 2013 and 2012/13. Also attached at Appendix D are notes explaining how repairs have been categorised so resources can be targeted efficiently.

## 8.6 **Work on Reducing the Maintenance Backlog**

The figures below are based on the information held in the Construction and Maintenance Group property management system as of the 21st November 2013. They have been adjusted to exclude those works that are already budgeted for within current 2013/14 schools and corporate planned maintenance programmes.

The priorities can be broken down as follows:

### **Maintenance Backlog**

		£ (000)	£ (000)
Schools	Priority 1C & 1D	2,088	
	Priority 2C & 2D	4,007	
	Lower Priorities	10,261	16,356
Corporate Properties	Priority 1C & 1D	1,780	
	Priority 2C & 2D	5,273	
	Lower Priorities	7,754	14,807
<b>Total</b>		<b>7,754</b>	<b>31,163</b>

The overall maintenance liability has reduced from £40.1m in 2011/12 to £31.2m in 2013/14 a reduction of 22.2% and reflects the investment that the Council has made in its property asset base and the disposal of unused assets.

### 8.6.1 The Council needs to maintain its focus on reducing the maintenance backlog and has adopted the following strategies to support this aim.

Schools will be a major focus for planned maintenance and a stronger partnership approach should be adopted to aid mutual understanding and to reduce the backlog of IC and ID priorities.

This approach is based upon:

- Prioritising the use of schools delegated budgets for priority repairs. The CYP&L Asset Management Plan sets maintenance repairs as a priority use for Devolved Formula Capital (DFC) funds where the Council undertakes planned maintenance works in a school.
- Applying, where possible, S106 monies for school and other facilities improvement, allowing the release of delegated budgets for maintenance work. However, in most cases S106 monies is usually only available for providing additional pupil places or additional facilities.

- Ensuring that current and future government grant funding is optimised to help meet, where possible the investment requirement for maintenance.
- Adopting a partnership approach with schools to consider further prudential borrowing for school related projects, this would have to be considered by the Schools Forum and be in accordance with the latest financial regulations for schools.
- Full, or partial, Invest to Save schemes which reduce or make more efficient the school's or facility's use of energy and improve the Council's carbon footprint.

## 8.7 **Suitability of Property**

The Asset Management Plan needs to look at the suitability of property to satisfy the occupier's requirements in terms of adequacy of facilities, fitness for purpose and ease of management. Suitability surveys have already been undertaken for all schools and the majority of other service buildings. Assessments of priority work arising from these surveys have been detailed.

### Safety

To ensure our properties satisfy property related legislation, Construction & Maintenance team (C&M) ensure that term contracts are in place for:

- Water testing and legionella
- Fire equipment testing
- Fixed electrical testing
- Portable appliance testing
- Passenger lift servicing and testing
- Heating plant servicing

C&M also ensure surveys are carried out to comply with The Control of Asbestos Regulations and Legionnaires Approved Code of Practice (L8).

### Accessibility

The Council has a continuing commitment to improve access to its buildings. Since 2007 the Council has operated a capital programme to fund and implement improvements to its publically accessible buildings that were identified by a series of access audits, originally to satisfy the Disability Discrimination Act 1995 and latterly the Equalities Act 2010. The Council was at one time required to report progress in this regard to central Government under Best Value Performance Indicator 156, although this requirement was abolished in 2011.

When this programme first began, it specifically concentrated on improvements to publically accessible buildings, i.e. those buildings or parts of buildings that individual residents must be able to choose on a day-to-day basis whether to use the services provided within the building. It did not include schools or similar educational establishments, stand-alone public toilets, commercially leased premises or those let to other bodies not providing a service for the authority. A list of 41 buildings were identified as matching the definition and an initial assessment in 2007 revealed that only 11 (27.8%) could be classified as compliant. A programme of steady



improvements over the following six years has raised that number to 37 buildings (90.2%).

Whilst no longer required to do so by central Government, the Council has chosen to retain the publically accessible buildings list as a good measure of our performance and later in 2013 it was updated to take account of changes to the Councils' property portfolio. These changes included removing several buildings that have been demolished as part of the town centre redevelopment and adding others that have been constructed elsewhere in the borough. This revised list now contains 39 properties of which 34 (87.2%) are currently compliant.

The focus for the current years' programme is Bracknell Leisure Centre and the scale of the improvements required means that the improvement work won't be completed until the middle of next year. At that time the measure of compliance will stand at 35 of 39 buildings (89.7%).

Beyond the properties that meet the strict definition of 'publically accessible', it was decided in 2012 to expand the range of buildings to be considered for improvement. These are to include those associated with adult social care services and non-schools buildings associated with childrens' services. Access audit information has already been gathered for these properties and a programme of works is now beginning to be implemented.

As well as those additional buildings, the Council also intends to undertake access audits of other operational buildings. This will become the first step in extending the benefits of access improvements to all staff and visitors to BFC properties.

## 8.8 **Sustainability**

Work in this area broadly divides into four main areas: -

- Use of sustainable materials for building projects
- Recycling at Council properties
- Energy efficiency
- Meeting BREEAM standards for new build.

### 8.8.1 **Building projects**

The Construction and Maintenance team within Corporate Property oversees works to Council property and wherever feasible uses sustainable building materials.

### 8.8.2 **Recycling**

Recycling is well established within the Corporate buildings; Easthampstead House, Time Square and the Depot. The amount of materials recycled from these 3 sites has increased in the past year with the introduction of additional bins for glass containers. This work is managed by the Facilities Management team.

With regard to recycling at other Council sites, the Council's position is as follows: -

There is considerable scope for reducing the amount of waste currently sent to landfill. Approximately 23% of primary schools and 27% of secondary schools rubbish currently sent to land fill could be easily recycled or composted. Work is in hand to achieve these objectives.

Within Environment Culture and Communities, Leisure and Culture operate leisure facilities, libraries and parks. There are two public recycling sites in car parks of leisure sites and two in car parks serving public parks. Also, within leisure centres, the public facing waste disposal bins segregate recyclable waste where possible. Within the staff side of operations, efforts are made to recycle a range of material such as paper, card, tin, plastic, glass and oil. Also, where practicable we try to turn green waste into compost and re use material such as wood chip.

### 8.8.3 Energy Efficiency

The Council employs an Energy Manager in the Environment, Culture and Communities Directorate and he advises on Energy efficiency matters and is a key member of the Climate Change Group. This is a multi-discipline cross directorate group which considers all matters relating to energy efficiency and waste management. The key actions of the Climate Change Strategy are included in all department service plans.

The work on this area is also supported by the Utilities Category Management Strategy which seeks the best value for procurement of energy and also aims to reduce the Council's demand for energy.

In terms of energy performance, Bracknell Forest Council has increased its consumption in 2012/13 by 2.2% across all Schools and Corporate buildings as compared to 2010/11 mainly due to an increased school floor area footprint and street lighting portfolio. However major energy saving has been realised where energy saving/good housekeeping has taken place e.g. at Easthampstead House where installation of new boilers and controls have reduced gas consumption by 22% despite colder weather. In addition the installation of LED lights in Easthampstead House and Bracknell Leisure Centre are having significant impact on reducing the sites' electricity consumption this financial year. Furthermore the installation of photovoltaics (PV) at Bracknell Leisure Centre in March 2012 has exceed expectations in that 37,000 kWh was generated in 2012/13 saving £3700 in electricity costs and also providing £560 feed in tariff payment to the Council.

There are a number of energy efficient measures being introduced to Time Square offices as part of the 2013/14 works programme including lighting, heating controls and insulation.

In schools, energy awareness via the use of Council's energy database, Display Energy Certificates and weekly energy performance graphs has encouraged a number of schools namely Kennel Lane, Warfield, and Edgbarrow school to adopt energy saving measures /good housekeeping techniques. Significant gas savings (30%) have been realised at Kennel Lane from the installation of a new pool hall ventilation controller and pool cover.

#### 8.8.4 BREAM Standards for New Build

The Building Research Establishments' Environmental Assessment Method (BREEAM) is the best practice industry standard for sustainable buildings. The standard is a flexible, widely recognised scheme that assesses the environmental performance of buildings. The types of buildings covered by BREEAM are offices, industrial premises, retail and schools.

BREEAM assesses the performance of buildings in the following areas:

- The management of buildings
- Energy use
- Health & well being
- Pollution
- Transport
- The use of the land
- The ecology
- Materials used
- Water

Credits are awarded in each area according to the performance within that area and a set of environmental weightings are applied, which enables the credits to be totalled to provide a single score.

For all new non-residential buildings, the BREEAM standard is 'Very Good' or 'Excellent'.

The new Garth Hill College standard is the objective for new build within the Council's Asset portfolio and was BREAM very good and it is intended to ensure other new schools also meet this standard.

#### 8.9 Working with Partners

This Plan recognises the benefits to be obtained through working with partners. Both the Police and the Health Trust are members of the Asset Management Group.

- 8.9.1 Close working between Bracknell Forest Council and other members of the Community Safety Partnership have led to continued reductions in recorded crime. In 2009-10 All Crime fell by 7.9% with Serious Acquisitive Crime (SAC, burglary, robbery & auto crime) falling by 18.7%. In 2010-11 All Crime fell by a further 10% while SAC fell by 22.4%. Crime has continued to fall in 2011-12.

The Council is working with the Police to ensure that the built environment and new development is sensitive to crime reduction priorities. This will be particularly important in the new Bracknell Town Centre development.

- 8.9.2 The Council is working closely with Bracknell Forest Clinical Commissioning Group to provide a new health facility for the town centre. Work is due to start 2012. The Healthspace will bring together a wide range of services under one roof including GP services, urgent care, physiotherapy, out-patient appointments, diagnostic services including blood tests and scans, and community services.

8.9.3 The Borough Council works particularly closely with the Bracknell Town Council; public W.C.'s, play areas and public open space have been leased to them and further joint working opportunities are considered with all six town and parish councils in the borough.

8.9.4 The Council also works closely with the private sector and a Development Agreement has been signed with Bracknell Regeneration Partnership (a joint company formed by Legal and General Plc and Schroders Plc), for the regeneration of the Town Centre. Work is ongoing to bring forward the town centre in the challenging economic climate.

As part of the regeneration, Bracknell Forest Council (BFC) and Bracknell Regeneration Partnership (BRP) are working together to improve Bracknell town centre's retail, office, residential and leisure provision. BFC and BRP aim to create a sustainable vibrant town centre environment which meets the needs of retailers, occupiers and the local community both now and in the future.

8.9.5 The Council also works alongside parish councils and the voluntary, community and faith sectors in providing services to the community. We are currently working with the Arckand Warfield Parish Council in setting up youth and community facilities in North Ascot and Whitegrove, Warfield. The Council has also granted a new lease to the Look In at Great Hollands Neighbourhood Centre to relocate a café for older people.

8.9.6 All the Council's Community Centres are run by independent Community Associations and the Council encourages Community Associations by not charging a market rent for Community Centres which have to comply with requirements for being open to the whole community in return.

The Council worked in partnership with Jennett's Park Consortium, which consists of Persimmon Homes and Redrow Homes who have built the multi-purpose Community Centre for the Council using Section 106 money. The community centre is also to incorporate a police point using funding from Thames Valley Police.

8.9.7 The Council is working with a number of Registered Providers (RP) on the provision of new affordable housing schemes in the Borough. Several surplus properties are currently being sold to RPs including Santa Catalina and Adastron House. The Council is also working in partnership with Thames Valley Housing Association on the feasibility of providing a new youth hub in the town centre, which will also provide residential units.

8.9.8 We are in partnership with adjoining local authorities over waste management. RE3 is the partnership between Bracknell Forest, Reading and Wokingham Borough Councils and Waste Recycling Group (WRG) to deal with waste management. It was set up to increase the amount of waste that is reused, recycled and composted across the three boroughs and minimise the amount of waste sent to landfill.

8.9.9 Bracknell Forest Council will continue to engage with public, private and voluntary, community and faith sector partners to deliver services in a value for money manner and to use property resources efficiently.

8.9.10 The Bracknell Forest Partnership consists of senior representatives from the public, private, voluntary, community and faith sectors which covers 10 theme partnerships: -

- Climate Change Partnership
- Children & Young People's Trust
- Crime & Disorder Reduction Partnership
- Community Cohesion and Engagement Partnership
- Cultural Partnership
- Early Years, Child Care and Play Partnership
- Economic and Skills Development Partnership
- Health and Social Care Partnership
- Older People's Partnership
- Strategic Housing Partnership
- Town Centre Partnership

Joint working on assets can be required by any of these Partnerships in order to deliver their key objectives.

#### 8.10 **Category Management Strategies**

The Council has adopted a planned approach to the procurement of certain items in order to obtain the best value. This amalgamating areas of expenditure for procurement purposes is called Category Management. There are three Category Management Strategies which influence the management of Council's assets:

- Construction
- Facilities
- Utilities

Each is led by a Chief Officer with a key interest in this area.

It is anticipated that implementation of these strategies will generate future savings or reduce the need to spend in these areas.

## **9. CAPITAL STRATEGY**

9.1 As part of the forward planning process for the Capital Programme a appraisal system is used. Where appropriate a Project Appraisal Document (PAD) is prepared outlining the key aims of the scheme, the capital investment required and any revenue consequences of the investment. All IT related schemes are scrutinised by the ICT Steering Group before being considered further and other schemes are considered by the Asset Management Group. All proposed schemes are reported to Corporate Management Team before being considered as part of the Council's wider consultation on the annual Revenue and Capital Budget proposals. The proposals are subject to Council Scrutiny before the results of the consultation and scrutiny assessments are considered by the Executive. The final programme is agreed by the Executive as a recommendation to Full Council.

9.2 Projects for which a sound business case has been established and which meet the Council's objectives are prioritised and fed into the Council's forward programme. In developing the Capital Programme, needs are balanced through a set of formally agreed priorities, being;

### **Committed and Unavoidable schemes**

- Statutory and legislative requirements in the provision of services.
- Committed from prior-years
- Schemes previously funded from revenue

### **Maintenance**

- Improvements and Capitalised Repairs

### **Rolling Programme / Other Desirable**

- Rolling Programmes which cover more than one year and relate to the Council's Medium term Objectives
- Other desirable schemes, which includes high priority projects that meet the Council's needs and objectives taking account of value-for-money.

### **Externally Funded schemes**

- Other high priority projects that meet the Council's needs and objectives and can be funded from external funding i.e. Developer contributions or Government grants

9.3 The Council's three year capital programme is set out in Appendix C. As a debt free authority the Council is heavily reliant on capital receipts to fund its capital programme, although capital receipts can also help support the revenue budget in the short term. In the past the Council has been heavily reliant on housing sales to generate new receipts however, following the transfer of the housing stock to Bracknell Forest Homes (BFH) in 2008 (the Council still receives a share of any Right-To-Buy proceeds from BFH in addition to a share of capital receipts from the VAT Shelter scheme), the disposal of other assets is seen with greater importance if the Council's spending plans are to continue to be realised. The Council does, however, recognise that current market conditions may mean that the immediate disposal of an asset is not necessarily in the Council's best interests. To support this there is a programme of disposals and all surplus, or potentially surplus, property is reported to every meeting of the Asset Management Group.

## 10. THE TENANTED COMMERCIAL PROPERTY PORTFOLIO

10.1 The Council holds a property portfolio let on a commercial basis to tenants. The majority of the properties are: -

1. Shopping parades located on housing estates
2. Industrial units
3. Start up business units
4. Retail Park (Peel Centre) – leased to Land Securities Plc.
5. Individual shops

These assets are actively managed with the results that: -

1. Voids are low
2. Rent steadily increasing

10.2 The performance of these assets are regularly analysed to ensure that income opportunities are maximised.

Current rental income from the tenanted portfolio is £2,513,644 (2012/13).

10.3 The retail and industrial benchmarking mentioned earlier in this report are set out below.

### 10.3.1 Retail Investment Portfolio Benchmarking

The Council owns and manages over 100 retail units located in neighbourhood centres within housing estates.

The Local Shopping REIT Plc. is a quoted FTSE main market property company which specialises in owning and managing local shopping assets in the U.K. Their portfolio in September 2012 consisted of 645 local shops and includes suburban shopping parades in London and other major cities hence their larger size and higher average rents. However, the rental trend shows BFBC units showing growth over last 3 years compared to Local Shopping Reit Plc.

	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>
<b><u>Portfolio Voids</u></b>			
BFBC	2.59%	0.20%	0.10%
Local Shopping Reit Plc.	11.3%	10.6%	10.9%
<b><u>Average Shop Rents (unit/p.a.)</u></b>			
BFBC	£7,970	£8,286	£8,631
Local Shopping Reit Plc.	£12,129	£12,031	£12,000
<b><u>Average Shop Rents (per square ft)</u></b>			
BFBC	£9.14	£9.50	£9.89
Local Shopping Reit Plc.	£11.27	£11.14	£11.07

### 10.3.2 Industrial Investment Portfolio Benchmarking

The Council manages over 80 industrial units of varying size and quality within the Borough.

SEGRO Plc. (formerly Slough Estates) is a major public company listed in the FTSE index with considerable property holdings in Berkshire, West London and the South-East.

The void and rental trend shows BFBC units showing smaller rental growth compared to Segro Plc due to difficult economic climate.

	2010/11	2011/12	2012/13
<b><u>Portfolio Voids</u></b>			
BFBC	12.28%	14.00%	9.00%
SEGRO Plc. (Slough Trading Estate & rest of Thames Valley)	10.5%	9.3%	10.30%
<b><u>Average Rent</u></b> <b><u>(£ per square ft)</u></b>			
<b><u>BFBC</u></b>			
Market Street Units	6.00	6.00	5.81
Longshot Lane Industrial Estate	10.16	9.32	10.27
Forest Park Business Units	10.67	8.79	10.48
Liscombe Industrial Units	14.06	14.68	14.09
SEGRO Plc. (Average rent in Thames Valley)	9.57	8.56	10.24



## 11. OBJECTIVES FOR 2014-15

This Corporate Asset Management Plan aims to deliver ten key outcomes through more effective management of the Council's property portfolio:

- i) To use our assets, knowledge, skills and expertise to support the redevelopment of Bracknell Town Centre, working with our partners.
- ii) To rationalise the office space that the Council occupies by up to 15% to deliver capital receipts, operational cost savings and carbon efficiency targets.
- iii) To provide a modern infrastructure and enable new ways of working to change the way customers, staff and other service providers do business with each other.
- iv) To provide a property portfolio that promotes organisational and behavioural change and enables flexible working initiatives and provides value for money from commercial and industrial properties.
- v) To align property decisions with strategic objectives and outcomes set out in the Council's local development plan, environmental and local economic development strategies. In particular, this work will focus on extending the supply of school places across the Borough and supporting the need to provide alternatives to residential care for older people.
- vi) To centralise and co-ordinate property decisions at a corporate level through Asset Management Group allowing capital spending and investment to be prioritised and monitored in accordance with the approved capital programme.
- vii) To ensure that property and facilities management principles and standards are adopted to ensure building efficiency, improved service performance and value for money, aligned with the Facilities, Construction and Utilities Category Management Strategies.
- viii) To set the framework and criteria for owning, sharing, occupying, managing and disposing of property assets.
- ix) To carry out a Property Review to provide properties which are fit for purpose, in a satisfactory condition, safe, accessible for people with disabilities and comply with relevant statutory requirements and financial reporting requirements.
- x) To maintain a comprehensive and accurate electronic record of all Council owned assets to inform property decisions including building condition, suitability, occupancy, space utilisation, energy efficiency and the most appropriate valuation for the asset concerned. The property management information system should be web based and accessible to customers and partners with appropriate securities in place to protect data.



## **GLOSSARY**

BFBC	Bracknell Forest Borough Council
CIL	Community Infrastructure Levy
CIPFA	Chartered Institute of Public Finance and Accountancy
CCG	Clinical Commissioning Group
DCLG	Department for Communities and Local Government
DDA	Disability Discrimination Act (now replaced by the Equality Act 2010)
FTSE	Financial Times and Stock Exchange
ICT	Information and Communication Technology
LGA	Local Government Association
MTO	Medium Term Objectives
NEET	Not in Education, Employment or Training
NPPF	National Planning Policy Framework
PAD	Project Appraisal Document
PRINCE2	Projects in Controlled Environments 2 (widely accepted project management methodology)
REIT	Real Estate Investment Trust
RICS	Royal Institute of Chartered Surveyors
RP	Registered Provider (Housing)
SADPD	Site Allocations Development Plan Document
SEN	Special Educational Needs

## **DEFINITIONS USED IN ASSET MANAGEMENT**

### **ASSET**

- Asset – For the purpose of this plan asset is defined as land and buildings owned and operated by Bracknell Forest Council. Assets include corporately occupied buildings, educational establishments, leisure facilities and libraries, parks, crematorium, community centres and the Council's industrial and commercial portfolio. For the purpose of this plan assets do not include public highways and minor open spaces.

### **SUFFICIENCY**

- Number, size and location of service points across the Borough in relation to demand.

### **SUITABILITY (FITNESS FOR PURPOSE)**

- How well premises meet the needs of service users and staff and management contribute towards standard of the service provided.

### **CONDITION**

- Physical state of the premises and grounds to ensure safe and continuous operation.

### **ACCESS**

- Accessibility of sites and accommodation by disabled people.

### **HEALTH & SAFETY**

- The Health & Safety of users of buildings is also paramount in their effective use. Term contracts are in place for matters relating to:
  - 1 Water testing and legionella
  - 2 Fire equipment testing
  - 3 Fixed electrical testing
  - 4 Portable appliance testing
  - 5 Passenger lift servicing and testing
  - 6 Heating plant servicing

### **VALUE FOR MONEY**

- Council's assets are managed to provide assets: -
  1. Fit for purpose.
  2. Deliver better access to service users and outcomes for the community.
  3. Mitigate adverse impacts on the environment and are resilient to climate change.
  4. Performance against similar properties.

**PROPERTY ASSET REGISTER AS AT 1/4/2013**

	Number of Properties/Leases	Valuation Date	Valuation £	Note
<b>DIRECT SERVICE PROPERTY</b>				
Community Schools	27	01/04/2009	276,729,256	#1
Voluntary Aided Schools Playing Fields	3	01/04/2010 & 01/04/2011	2,738,003	#2
Voluntary Aided Schools	6	N/A	N/A	#2
Voluntary Controlled Schools	4	1/04/2009 & 2010	5,380,588	#1
Pupil Referral Units	1	1/04/2010	1,659,457	
Other Education Properties	2	01/04/2009	7,651,324	#1
Education Children's Centres	4	01/04/2009	3,367,763	
Easthampstead Park Conference Centre and Education Centre	1	01/04/2012	7,369,257	
Libraries	9	01/04/2011 & 2012	4,841,513	
Housing for Homeless Families	22	01/04/2009 - 2012	3,625,421	#3
Other Housing	22	01/04/2010 & 01/04/2012	1,259,035	
Residential Home and Day Centre	9	01/04/2010 - 2012	9,144,517	
Easthampstead Park Cemetery and Crematorium	1	01/04/2012	5,287,386	
Property Associated with Cem & Crem	1	01/04/2012	325,000	
Youth Centres and Youth/Community Centres	7	01/04/2010	4,593,567	
<b>SUB TOTAL</b>			<b>333,972,087</b>	
<b>OTHER SERVICE PROPERTY (LAND AND BUILDINGS)</b>				
Council Offices	5	01/04/2012	14,025,811	#4

	Number of Properties/Leases	Valuation Date	Valuation £	Note
Caretakers Accommodation	6	01/04/2008 & 2011	972,701	
Public Conveniences	5	01/04/2011	357,859	
Depots and Waste Sites	6	01/04/2010 - 2012	16,491,114	
<b>SUB TOTAL</b>			<b>31,847,485</b>	
<b>COMMUNITY ASSETS</b>				
Parks (including Town Council parks)	141	01/04/2013	De Minimus	
Leisure Amenities	6	01/04/2008 - 2010	44,909,717	
Properties Associated with Leisure Amenities	6	01/04/2009, 2011 & 2012	1,615,000	
Scouts, Guides, Cubs & other Cty Assocs	10	01/04/2011	De Minimus	
Community Centres	13	01/04/2010 & 2011	9,783,060	
Other Community Properties	1	01/04/2012	1,809,802	
Other Leisure Properties	3	01/04/2010 & 2011	6,867,940	#1
<b>SUB TOTAL</b>			<b>64,985,519</b>	
<b>OTHER LAND &amp; BUILDINGS</b>				
Parks and Open Spaces		N/A	De Minimis (for accountancy)	
Car Parks	10	1/04/2009 & 2011	15,755,979	#4
Bracknell Market	1	01/04/2010	De Minimis	
Service Yard E	1	01/04/2011	0	
<b>SUB TOTAL</b>			<b>15,755,979</b>	
<b>INVESTMENT (COMMERCIAL) PROPERTY</b>				
Longshot Lane Industrial Estate ( <i>Units and Open Storage Areas</i> )	49	01/04/2012	484,328	(leased)
Retail Park	1	01/04/2012	10,505,184	
Town Centre	8	01/04/2012	797,520	#4

	<b>Number of Properties/Leases</b>	<b>Valuation Date</b>	<b>Valuation £</b>	<b>Note</b>
South Hill Park Land	1	01/04/2012	2,512,199	
Public Houses	7	01/04/2012	1,010,350	
Commercial Leisure Property	1	01/04/2012	148,179	
Other Commercial Property	4	01/04/2011 & 2012	301,145	
<b>SUB TOTAL</b>			<b>15,758,905</b>	
<b>SURPLUS ASSETS AND ASSETS HELD FOR SALE</b>				
Surplus Property Sites	10	01/04/2009 & 2012	11,685,566	#5
<b>SUB TOTAL</b>			<b>11,685,566</b>	
<b>OTHER NON-OPERATIONAL ASSETS</b>				
Bus Station Units	4	01/04/2012	De Minimus	
Bus Station	1	01/04/2012	De Minimus	
<b>SUB TOTAL</b>			<b>De Minimus</b>	
<b>COMMERCIAL PROPERTY HELD FOR COMMUNITY AND ECONOMIC DEVELOPMENT PURPOSES</b>				
Shops on Housing Estates	91	01/04/2012	6,139,093	
Freehold Interest in Blocks of Flats over Shops	7	01/04/2012	De Minimus	
Freehold Interest in Leasehold Flats	29	01/04/2012	De Minimus	
Associated Residential with Shops	16	01/04/2012	579,608	
Dentists	2	01/04/2012	221,510	
Business Units	39	01/04/2012	1,937,598	
Community Interest Properties	2	01/04/2010	De Minimus	
Miscellaneous	10	01/04/2009 & 2012	72,106	

	<b>Number of Properties/Leases</b>	<b>Valuation Date</b>	<b>Valuation £</b>	<b>Note</b>
<b>SUB TOTAL</b>			<b>8,949,915</b>	
<b>GRAND TOTAL</b>			<b>482,955,456</b>	

- #1 *Schools, leisure centres and two other leisure property valuations were updated according to a suitable property index.*
- #2 *The six VA schools are not in the Council's accounts as the assets are not owned by BFC, except for three VA playing fields.*
- #3 *Two more Homelessness properties have been acquired during 2013/14 to date.*
- #4 *Includes properties programmed for disposal and subsequent demolition as part of the town centre redevelopment.*
- #5 *Includes four assets now sold or under conditional agreements during 2013/14 to date.*



## SUMMARY OF CAPITAL PROGRAMME REPORT TO EXECUTIVE FOR 2014-2017

### CAPITAL PROGRAMME - BY CATEGORY

	2014/15 £000	2015/16 £000	2016/17 £000
Committed	3,345	3,193	2,853
Unavoidable	1,072	873	711
Town Centre Highway Works	2,000	2,000	2,000
Maintenance	1,853	1,375	1,375
Rolling Programme / Other Desirable	158	0	0
<b>Total Request for Council Funding</b>	<b>8,428</b>	<b>7,441</b>	<b>6,939</b>
<b>Total External Funding</b>	<b>15,074</b>	<b>7,216</b>	<b>7,540</b>
<b>Total Capital Funding</b>	<b>23,502</b>	<b>14,657</b>	<b>14,479</b>

### CAPITAL PROGRAMME - ALL DEPARTMENTS

	2014/15 £000	2015/16 £000	2016/17 £000
ASCH	2,513	2,320	2,000
CYPL	11,392	3,727	3,901
Corporate Services	250	50	0
Council Wide	2,820	1,813	1,681
ECC	6,527	6,747	6,897
<b>Total Capital Funding</b>	<b>23,502</b>	<b>14,657</b>	<b>14,479</b>
<b>External Funding</b>	<b>15,074</b>	<b>7,216</b>	<b>7,540</b>
<b>Internal Funding</b>	<b>8,428</b>	<b>7,441</b>	<b>6,939</b>

## PROPERTY MAINTENANCE PRIORITY GRADE DEFINITIONS

Condition Surveys are based on the following:

Priorities:

- 1 Urgent Works
- 2 Essential Work 2 years
- 3 Desirable Work 3-5 years
- 4 Long Term Work

Condition Codes

- A - Good
- B - Satisfactory
- C - Poor
- D - Bad

1D	Urgent Work to: i) prevent closure of premises (or part thereof) ii) address high risk to Health and Safety of occupants iii) comply with contractual or legal requirements.
2D	Essential work that should be done within 2 years to: i) prevent further significant deterioration ii) remedy defects that threaten continuity of service delivery iii) safeguard Health and Safety of occupants.
3C 3B 3A	Necessary work that should be carried out within 3-5 years to: i) prevent deterioration of the fabric and services ii) improve energy efficiency iii) replace or repair elements of high operational importance but no structural significance.
4B 4A	Work advisable or desirable within the next 5 years but which, at the time of survey, could be delayed or which could be prevented by minor repairs.

- Key buildings and high risk properties surveyed annually.
- Other essential service buildings surveyed every three years.
- Non essential buildings surveyed every 5 years.

## Property Condition Survey Summary

Issue Date:  
23/09/2013

Last reported Data - 2012-13

		Adult Social Care & Health	Children, Young People & Learning (excluding schools)	Corporate Services (inc. Commercial Estate)	Environment, Culture & Communities	Total - Corporate Properties Only	Community Schools	Total - Whole Estate
		(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
Priority 1 Urgent	D Bad	772	235	1,060	1,089		1,985	
	C Poor	280	277	88	1,377		1,820	
	Sub-total	1,052	512	1,148	2,466	5,178	3,805	8,983
	B Satisfactory	72	20	125	185		147	
	A Good	0	0	0	16		26	
<b>Total Priority 1 Works</b>		<b>1,124</b>	<b>532</b>	<b>1,273</b>	<b>2,667</b>	<b>5,596</b>	<b>3,978</b>	<b>9,574</b>
Priority 2 Essential	D Bad	84	848	2,713	1,906		2,495	
	C Poor	583	414	498	2,628		4,029	
	Sub-total	667	1,262	3,211	4,534	9,674	6,524	16,198
	B Satisfactory	174	92	216	735		710	
	A Good	0	4	0	59		28	
<b>Total Priority 2 Works</b>		<b>841</b>	<b>1,358</b>	<b>3,427</b>	<b>5,328</b>	<b>10,954</b>	<b>7,262</b>	<b>18,216</b>
Priority 3 Desirable	D Bad	0	0	0	76		3	
	C Poor	62	199	70	319		1,524	
	B Satisfactory	0	89	209	1,598		947	
	A Good	0	0	0	48		116	
	<b>Total Priority 3 Works</b>		<b>62</b>	<b>288</b>	<b>279</b>	<b>2,041</b>	<b>2,670</b>	<b>2,590</b>
Priority 4 Long term	D Bad	0	0	0	0		0	
	C Poor	0	63	333	452		3,694	
	B Satisfactory	97	29	30	876		1,410	
	A Good	0	0	0	0		54	
	<b>Total Priority 4 Works</b>		<b>97</b>	<b>92</b>	<b>363</b>	<b>1,328</b>	<b>1,880</b>	<b>5,158</b>
<b>Grand Totals</b>		<b>2,124</b>	<b>2,270</b>	<b>5,342</b>	<b>11,364</b>	<b>21,100</b>	<b>18,988</b>	<b>40,088</b>

# Property Condition Survey Summary

Issue Date:  
21/11/2013

## Current Data - November 2013

		Adult Social Care & Health	Children, Young People & Learning (excluding schools)	Corporate Services (inc. Commercial Estate)	Environment, Culture & Communities	Total - Corporate Properties Only	Schools	Total - Whole Estate
		(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
Priority 1 Urgent	D Bad	82	6	128	343		1,080	
	C Poor	48	196	165	812		1,008	
	Sub-total	130	203	293	1,154	1,780	2,088	3,867
	B Satisfactory	38	16	19	108		131	
	A Good	0	0	19	6		65	
<b>Total Priority 1 Works</b>		<b>168</b>	<b>219</b>	<b>331</b>	<b>1,268</b>	<b>1,986</b>	<b>2,283</b>	<b>4,269</b>
Priority 2 Essential	D Bad	5	291	480	1,100		1,197	
	C Poor	428	215	1,070	1,888		2,810	
	Sub-total	431	505	1,550	2,787	5,273	4,007	9,280
	B Satisfactory	49	103	204	402		1,102	
	A Good	0	1	0	59		29	
<b>Total Priority 2 Works</b>		<b>480</b>	<b>609</b>	<b>1,754</b>	<b>3,247</b>	<b>6,091</b>	<b>5,138</b>	<b>11,229</b>
Priority 3 Desirable	D Bad	0	0	0	60		75	
	C Poor	69	131	392	477		926	
	B Satisfactory	468	162	873	929		3,851	
	A Good	0	0	0	24		13	
	<b>Total Priority 3 Works</b>		<b>535</b>	<b>292</b>	<b>1,265</b>	<b>1,491</b>	<b>3,582</b>	<b>4,864</b>
Priority 4 Long term	D Bad	0	0	0	8		0	
	C Poor	0	4	63	235		302	
	B Satisfactory	519	450	403	1,458		3,728	
	A Good	3	0	1	3		42	
	<b>Total Priority 4 Works</b>		<b>522</b>	<b>454</b>	<b>468</b>	<b>1,704</b>	<b>3,147</b>	<b>4,070</b>
<b>Grand Totals</b>		<b>1,705</b>	<b>1,574</b>	<b>3,818</b>	<b>7,709</b>	<b>14,807</b>	<b>16,356</b>	<b>31,163</b>