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# Strategic Asset Plan

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<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	9 June 2022
<b>Portfolio Member:</b>	Councillor Ross Mackinnon
<b>Date Head of Service agreed report:</b> <i>(for Corporate Board)</i>	15 March 2022
<b>Date Portfolio Member agreed report:</b>	8 April 2022
<b>Report Author:</b>	Richard Turner
<b>Forward Plan Ref:</b>	EX4168

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## 1 Purpose of the Report

- 1.1 Asset management is about supporting the delivery of strategic goals and objectives through the use of property assets – it is part of resource and business planning. It is setting a vision of where you want to be, and mapping out the journey to that place – identifying where value can be added and where investment is needed to achieve objectives. The adoption of a written asset management framework ensures the processes and procedures are formally expressed.
- 1.2 Where strategic property asset management has been effectively put in place it has brought real and tangible benefits for the organisations concerned, in areas including, being corporate, finances, efficiency, delivering corporate objectives and partnerships.
- 1.2 This report's purpose is to seek approval of the strategic document, Strategic Asset Plan 2019-2023 (revised 2022), this being a formal document conveying the council's approach to the management of its assets.

## 2 Recommendation

- 2.1 That the Executive approve the attached Strategic Asset Plan (SAP) into its suite of strategic documents.

### 3 Implications and Impact Assessment

Implication	Commentary
<b>Financial:</b>	<p>The Strategic Asset Plan as a document, does not in itself create any financial implications.</p> <p>The actions contained within the Asset Management Action Plan as individual projects may have financial implications, dealt with outside of this report.</p>
<b>Human Resource:</b>	<p>The Asset Management Action Plan, is a live document with a continuous rolling programme of actions. All of these actions have a resource requirement for Property Services as a team.</p> <p>The level of required core activities and delivery of the action plan could have long term resource implications to enable success.</p>
<b>Legal:</b>	No immediate legal implications have been identified.
<b>Risk Management:</b>	The document does not in itself create any obvious risks to the council, with topics contained within the document generally being within the public domain or not presenting any confidential or Part 2 data.
<b>Property:</b>	<p>The document is produced by and refreshed annually by the Property Services team. The action plan represents a significant series of projects or tasks managed by Property Services.</p> <p>Acting in accordance with the structure and requirements of the Strategic Asset Plan will ensure the council follows best practice in the management of its estate with operational and financial benefits.</p>
<b>Policy:</b>	The Strategic Asset Plan is an overarching strategic document specific to the management of the council's estate and land assets, and complements other key strategies, such as the Housing Strategy, and Environment Strategy

	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	N	Y	N	
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	N	Y	N	
<b>Environmental Impact:</b>	Y	N	N	By following the structure and actions within the SAP, working alongside the Environment Strategy, this ensures due consideration is given to the environment across teams, with positive impact.
<b>Health Impact:</b>	N	Y	N	
<b>ICT Impact:</b>	N	Y	N	
<b>Digital Services Impact:</b>	N	Y	N	
<b>Council Strategy Priorities:</b>	Y	N	N	The purpose of the SAP and its Action Plan is to deliver outcomes across the estate which supports the key themes and priorities of the Council Strategy.
<b>Core Business:</b>	Y	N	N	The activities and actions coming from the SAP supports the operational services in the delivery of the core business of the

				council through an effective and efficient estate.
<b>Data Impact:</b>	N	Y	N	
<b>Consultation and Engagement:</b>	It is not anticipated that the SAP as a document is subject to a statutory public consultation.			

## 4 Executive Summary

- 4.1 Strategic asset management can be defined as the activity of aligning property assets with the strategic aims and direction of the organisation and adding both financial and non-financial value to the organisation as a result.
- 4.2 A well developed Strategic Asset Plan, when subsequently implemented effectively can, bridge the gap between the corporate vision and the asset portfolio, identify and mitigate risks, aid decision making, prioritise capital, and support transition to low carbon.
- 4.3 The Strategic Asset Plan (SAP) runs in alignment with the Council Strategy, and the document attached to this report is a 2022 annual refresh of the document 2019 – 2023. In March of 2023 a refreshed SAP will be produced for the period 2024 – 2028.
- 4.4 The Strategic Asset Plan is formed from three distinct sections:
- (a) *Asset Management Policy:* High level guiding principles that set out the role of property assets in an organisation.
  - (b) *Asset Management Strategy:* Covers the contextual factors regarding the estate and key issues to be addressed, as well as the process to be adopted to achieve the policy objectives
  - (c) *Asset Management Action Plan:* The action plan is intended to provide clear actions that will be implemented over the short term as part of delivering the asset management strategy.
- 4.5 The Strategic Asset Plan has been produced in accordance with the recommendations and guidelines contained in:
- (a) Royal Institution of Chartered Surveyors (RICS), Strategic public sector property asset management – 3<sup>rd</sup> edition, September 2021;
  - (b) The Chartered Institute of Public Finance & Accountancy (CIPFA), Strategic Property Asset Management Framework – August 2018.
- 4.6 During the refresh of the SAP in 2021 feedback was received from Corporate Board. From this feedback, CIPFA was commissioned to review the 2021 SAP document and make recommendations for amendment and improvement. The CIPFA recommendations are reflected in this proposed 2022 refresh of the SAP document.

## 5 Supporting Information

### Introduction

- 5.1 Strategic asset management can be defined as the activity of aligning property assets with the strategic aims and direction of the organisation and adding both financial and non-financial value to the organisation as a result.
- 5.2 A well developed Strategic Asset Plan, when subsequently implemented effectively can:
- bridge the gap between the corporate vision and the asset portfolio;
  - act as a risk management tool by identifying key asset-related risks and strategies to mitigate those risks;
  - ensure rational decisions are made by requiring options to be appraised against predetermined criteria (aligned to corporate goals);
  - prioritise capital by targeting investment where it matters most;
  - create a context for operational asset management by highlighting strategies for particular assets from 'retain as is' through to 'dispose of in the short term';
  - support the transition to a low carbon economy;
  - break down barriers between the organisation and its customers and service users by providing the optimum number and location of physical access points.

- 5.3 The Strategic Asset Plan is formed from three distinct sections:

- Asset Management Policy

High level guiding principles that set out the role of property assets in an organisation. The asset management policies are consistent with corporate objectives and supporting strategies and plans.

The key activities and behaviours of the council's Asset Management Policy are:

- To plan and manage our property and land assets as a corporate resource to ensure they support our services to the people of West Berkshire;
- To ensure our estate benefits the operational services by providing properties which are fit for purpose for both the current service needs and planned future needs;
- The efficient and effective management and maintenance of our properties to optimise operational use, financial return or commercial opportunities (including through rationalisation or disposal of assets);
- To use land and buildings to enable the success of complementary council strategies. This includes the objectives of economic development, housing, and environmental strategies;
- To promote joint working with public sector and private sector partners and stakeholders where it will benefit service delivery or secure efficiencies.

### (b) Asset Management Strategy

Covers the contextual factors regarding the estate and key issues to be addressed, as well as the process to be adopted to achieve the policy objectives.

Key sections for the Asset Management Strategy are:

- Governance;
- Corporate Landlord Approach;
- Challenging our assets;
- Measuring our Performance;
- Maintaining our Assets;
- Working with Partners;
- Engaging with our Communities;
- Supporting our Service Areas;
- Risks and challenges.

### (c) Asset Management Action Plan

The action plan is intended to provide clear actions that will be implemented over the short term as part of delivering the asset management strategy.

The action plan is reviewed annually and runs for the same period of the Strategic Asset Plan. The refresh of the SAP for 2022 shows the updated action plan for the period April 2022 to March 2023.

The Asset Management Action Plan shows actions in the following categories:

- Strategic;
- Operational;
- Service Improvement.

## Background

5.4 To manage the council's estate effectively, there is a need to adopt a strategic approach to asset management. The principles of this approach are expressed in a formal Strategic Asset Management document.

5.5 The Strategic Asset Plan has been produced in accordance with the recommendations and guidelines contained in:

- Royal Institution of Chartered Surveyors (RICS), Strategic public sector property asset management – 3<sup>rd</sup> edition, September 2021;
- The Chartered Institute of Public Finance & Accountancy (CIPFA), Strategic Property Asset Management Framework – August 2018.

## Strategic Asset Plan

- 5.6 The Strategic Asset Plan (SAP) runs in alignment with the Council Strategy, and the document attached to this report is a 2022 annual refresh of the document 2019 – 2023. In March of 2023 a refreshed SAP will be produced for the period 2024 – 2028.
- 5.7 During the refresh of the SAP in 2021 feedback was received from Corporate Board. From this feedback, CIPFA was commissioned to review the 2021 SAP document and make recommendations for amendment and improvement. The CIPFA recommendations are reflected in the proposed 2022 refresh of the SAP document.

## Proposals

- 5.8 The Strategic Asset Plan acts as a key document to direct and guide the organisation in the management of its estate.
- 5.9 This report and the Strategic Asset Plan 2019 – 2023 (attached as an appendix) has been refreshed for 2022 and is presented for approval.

## 6 Other options considered

- 6.1 The organisation could progress under the ‘do nothing’ option, without a formal Strategic Asset Plan (SAP). This is not recommended, as the SAP lays out the manner in which the organisation can adopt best practice in managing its estate.
- 6.2 Alternative option is for the SAP to act as an annex to the Capital Strategy, which has been adopted in the past. It is important that the SAP as a document stand in its own right and so appending to another strategy is not recommended.

## 7 Conclusion

- 7.1 The Strategic Asset Plan is a document which conveys the framework and activities within which West Berkshire Council can ensure it follows best practice in the management of its estate.
- 7.2 It is recommended that the Executive approve the Strategic Asset Plan.

## 8 Appendices

- 8.1 Appendix A – Equality Impact Assessment – stage 1
- 8.2 Appendix B – Data Protection – Impact Assessment - stage 1
- 8.3 Appendix C – Strategic Asset Plan

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### Corporate Board’s recommendation

Approved to progress to Operations Board

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### Background Papers:

Strategic Asset Plan (SAP) – attached to this report as an appendix.

### Subject to Call-In:

Yes:  No:

- The item is due to be referred to Council for final approval
- Delays in implementation could have serious financial implications for the Council
- Delays in implementation could compromise the Council's position
- Considered or reviewed by Overview and Scrutiny Management Committee or associated Task Groups within preceding six months
- Item is Urgent Key Decision
- Report is to note only

**Wards affected:** All Wards

### Officer details:

Name: Richard Turner  
Job Title: Property Services Manager  
Tel No: 01635 503653  
E-mail: [Richard.Turner@westberks.gov.uk](mailto:Richard.Turner@westberks.gov.uk)

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### Document Control

Document Ref:		Date Created:	
Version:		Date Modified:	
Author:			
Owning Service			

### Change History

Version	Date	Description	Change ID
1			
2			



## Appendix A

### Equality Impact Assessment (EqIA) - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

- (1) A public authority must, in the exercise of its functions, have due regard to the need to:
  - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; This includes the need to:
    - (i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*
    - (ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;**
  - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.**
- (2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.*
- (3) Compliance with the duties in this section may involve treating some persons more favourably than others.*

The following list of questions may help to establish whether the decision is relevant to equality:

- Does the decision affect service users, employees or the wider community?
- (The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)
- Is it likely to affect people with particular protected characteristics differently?
- Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?
- Will the decision have a significant impact on how other organisations operate in terms of equality?
- Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?
- Does the decision relate to an area with known inequalities?
- Does the decision relate to any equality objectives that have been set by the council?

Please complete the following questions to determine whether a full Stage Two, Equality Impact Assessment is required.

<b>What is the proposed decision that you are asking the Executive to make:</b>	To approve the Strategic Asset Plan
<b>Summary of relevant legislation:</b>	No specific relevant legislation
<b>Does the proposed decision conflict with any of the Council's priorities for improvement?</b> <ul style="list-style-type: none"> <li>• Ensure our vulnerable children and adults achieve better outcomes</li> <li>• Support everyone to reach their full potential</li> <li>• Support businesses to start develop and thrive in West Berkshire</li> <li>• Develop local infrastructure including housing to support and grow the local economy Maintain a green district</li> <li>• Ensure sustainable services through innovation and partnerships</li> </ul>	<b>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></b> <b>If yes, please indicate which priority and provide an explanation</b>
<b>Name of Budget Holder:</b>	Richard Turner
<b>Name of Service/Directorate:</b>	Finance & Property/Resources
<b>Name of assessor:</b>	Richard Turner
<b>Date of assessment:</b>	13 <sup>th</sup> April 2022
<b>Version and release date (if applicable):</b>	n/a

Is this a .... ?		Is this policy, strategy, function or service ... ?	
<b>Policy</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>New or proposed</b>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<b>Strategy</b>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Already exists and is being reviewed</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Function</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Is changing</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Service</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		

<b>(1) What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?</b>	
<b>Aims:</b>	To create a formal and structured approach to asset management.
<b>Objectives:</b>	To receive approval of the Strategic Asset Plan
<b>Outcomes:</b>	To manage the council's assets in accordance with best practice.

<b>Benefits:</b>	That assets are aligned with service provision and used in the most effective and efficient manner.
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**(2) Which groups might be affected and how? Is it positively or negatively and what sources of information have been used to determine this?**

*(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation)*

Group Affected	What might be the effect?	Information to support this
Age	Nil impact	
Disability	Nil impact	
Gender Reassignment	Nil impact	
Marriage and Civil Partnership	Nil impact	
Pregnancy and Maternity	Nil impact	
Race	Nil impact	
Religion or Belief	Nil impact	
Sex	Nil impact	
Sexual Orientation	Nil impact	

**Further Comments:**

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**(3) Result**

**Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?**

Yes  No

**Please provide an explanation for your answer:**

**Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?**

Yes  No

**Please provide an explanation for your answer:**

**If your answers to question 2 have identified potential adverse impacts and you have answered ‘yes’ to either of the sections at question 3, or you are unsure about the impact, then you should carry out a EqlA 2.**

If an EqIA 2 is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the EqIA guidance and template – <http://intranet/index.aspx?articleid=32255>.

<b>(4) Identify next steps as appropriate:</b>	
<b>EqIA Stage 2 required</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Owner of EqIA Stage Two:</b>	n/a
<b>Timescale for EqIA Stage Two:</b>	n/a

**Name:** Richard Turner

**Date:** 13 April 2022

**Please now forward this completed form to Pamela Voss, Equality and Diversity Officer (pamela.voss@westberks.gov.uk), for publication on the WBC website.**

## Appendix B

## Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via [dp@westberks.gov.uk](mailto:dp@westberks.gov.uk)

Directorate:	Resources
Service:	Finance and Property
Team:	Property Services
Lead Officer:	Richard Turner
Title of Project/System:	Strategic Asset Plan
Date of Assessment:	13 <sup>th</sup> April 2022

## Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
<p><b>Will you be processing SENSITIVE or “special category” personal data?</b></p> <p><i>Note – sensitive personal data is described as “ data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation”</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>Will you be processing data on a large scale?</b></p> <p><i>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>Will your project or system have a “social media” dimension?</b></p> <p><i>Note – will it have an interactive element which allows users to communicate directly with one another?</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>Will any decisions be automated?</b></p> <p><i>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Yes	No
Will your project/system involve CCTV or monitoring of an area accessible to the public?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Will you be using the data you collect to match or cross-reference against another existing set of data?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Will you be using any novel, or technologically advanced systems or processes?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</p>		

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

## Strategic Asset Plan