

# Strategic Asset Plan 2019 – 2023 (revised 2022)



WestBerkshire  
COUNCIL

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# Foreword

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West Berkshire Council has a significant property portfolio which either contributes directly with the delivery of its services (such as libraries, schools, and care homes) or indirectly (such as corporate offices, depots, and investment properties) and contributes to the vision, themes and priorities of the Council Strategy 2019 to 2023 (refreshed 2021).

It is vital that the Council assets are utilised to their optimum capability, both in delivering quality services and in economic terms. This is especially so given that properties are high value and high cost resources.

This Asset Management Strategy seeks to offer a coordinated approach to property and land asset management, to ensure West Berkshire Council continues to properly manage the property portfolio, enabling it to direct capital funding to the right places, whilst embracing new asset strategies and opportunities available to us.

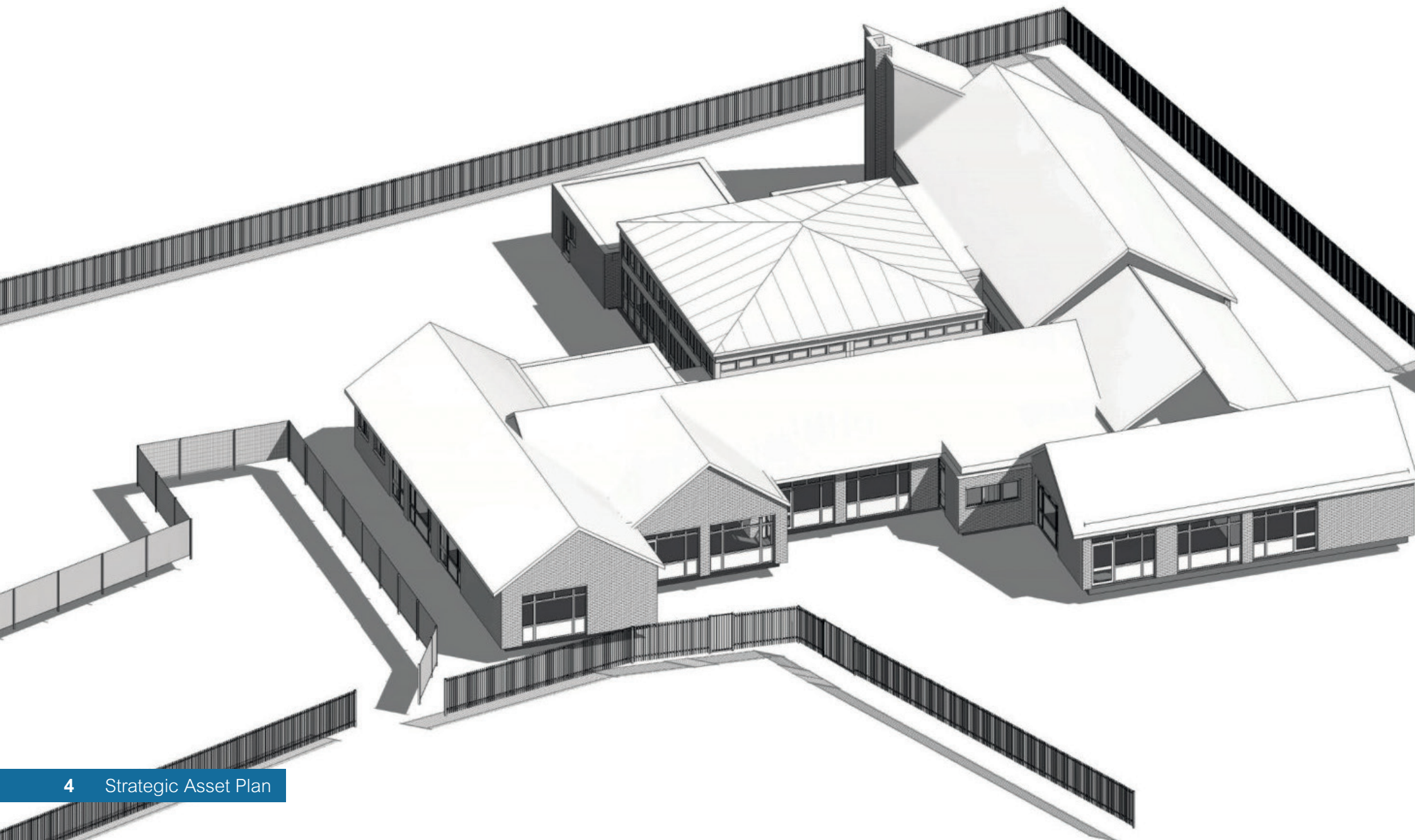
To enable the property assets to work most effectively, West Berkshire Council is pursuing a number of opportunities, working with other public sector organisations. Through the 'One Public Estate' forum we are working with partners including other Berkshire unitary authorities, the Fire Brigade, Police and NHS Estates to develop common asset benefits. We are also seeking opportunities to develop affordable housing by working jointly with Sovereign Housing Association in a Joint Venture.

Additionally the council is pursuing the potential for wider asset opportunities which align with other council strategies including the Environment Strategy 2020 – 2030, and Housing Strategy 2020 – 2036.

This Asset Management Strategy and the asset plans and actions conducted through it will contribute to the Council's resilience, its working relationship with other partners, and its service delivery.



**Councillor Ross Mackinnon**  
*Executive Portfolio Holder for Finance &  
Economic Development.*





# Asset Management Policy

## 2019-2023 (revised 2022)

# Introduction

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West Berkshire Council holds a large and diverse portfolio of land and building assets, which either contributes directly with the delivery of its services (such as libraries, schools, and care homes) or indirectly (such as corporate offices, depots, and investment properties) and contributes to the vision, themes and priorities of the Council Strategy 2019 to 2023.

The council owns 599 land and building assets covering a total of over 890 hectares of land, or equivalent to over 1,200 football pitches.

This Asset Management Strategy seeks to offer a coordinated approach to property and land asset management, to ensure West Berkshire Council continues to properly manage the property portfolio, enabling it to direct capital funding to the right places, whilst embracing new asset strategies and opportunities available to us.

A key element of achieving our goals and objectives includes efficient and effective use of our land and buildings. To support this the council's Strategic Asset Management process has three elements:

- An Asset Management Policy
- An Asset Management Strategy
- An Asset Management Action Plan

This is a suite of living documents divided into three parts, expressing different aspects of strategic asset management of the council's assets. Some elements will remain reasonably constant (such as the Asset Management Policy) and only require periodic review, whereas the working Action Plan will be adapted on a more regular basis to ensure we manage our assets and capital programmes within it.

Adopting this structure will ensure that we manage the council's assets in an efficient and effective manner, giving regard to operational requirements and the objectives of other key council strategies, such as the Council Strategy, Environment Strategy and Housing Strategy.

# Asset Management Policy

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This Asset Management Policy establishes the clear principles by which West Berkshire Council will manage its land and buildings. It supports the delivery of the Council's Strategy 2019-2023 with its core vision, overarching values, themes and priorities. The Asset Management Policy will be reviewed in alignment with the full review of the Council Strategy, but will be assessed annually to ensure still relevant.

1	2	3	4	5
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.

# Activities and Behaviours

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To support these key principles there are a number of activities, commitments and behaviours which in turn drive the Action Plan. These describe the council's commitment to the management of its assets to derive best outcome for the portfolio and are described below.

## 1 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

- Clear corporate decision making and governance on property matters
- Effective property budget management to prioritise allocation and investment
- Integration of property matters with other objectives and resources
- Balance between corporate priorities with service priorities
- Efficient management of a prioritised capital programme and delivery of capital projects
- Ensure property information is accurate and up to date
- To align asset management and planning with the West Berkshire Vision 2036.

## 2 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

- Ensure properties are suitable and sufficient for service delivery
- Ensure the property is safe, secure and meets statutory health and safety compliance for its intended purpose
- To create a flexible workspace to respond to future service need
- Understand the services longer term needs in order to plan for the future and how the estate can contribute
- Work with community and other organisations to optimise use of council assets



### **3 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)**

- Management and systems are in place to ensure our properties are properly maintained and managed
- To explore the potential for a Corporate Landlord Model to further improve management and efficiency of the estate
- We will carry out condition surveys across the estate to enable prioritised, planned capital maintenance investment
- Challenge the current use of our assets and identify opportunities for co-location, investment, rationalisation or disposal
- To optimise returns on commercial rents
- To challenge the cost of the estate through occupancy and utilisation efficiency
- Reduce energy and water consumption, as well as reducing CO2 to align with the Environment Strategy 2020-2030

### **4 To use land and buildings to enable the success of complementary council strategies. This includes the objectives of economic development, housing, and environmental strategies**

- Work across the services to align the management of council buildings and land with the objectives of wider strategies
- To help promote the development of affordable housing in the district
- Reduce energy and water consumption, as well as reducing CO2 to align with the Environment Strategy 2020-2030
- To support town centre master planning and place planning

### **5 To promote joint working with public sector and private sector partners and stakeholders where it will benefit service delivery or secure efficiencies**

- To work with other organisations to promote co-location and joint working
- As a partner in the Berkshire One Public Estate Group to continue to seek joint public sector opportunities
- To seek opportunity for external funding grants, and investment in our estate

# Priorities and Direction

The Strategic Asset Management Plan supports the delivery of the Council Strategy 2019 – 2023 (refreshed 2021) and its vision, theme and priorities.

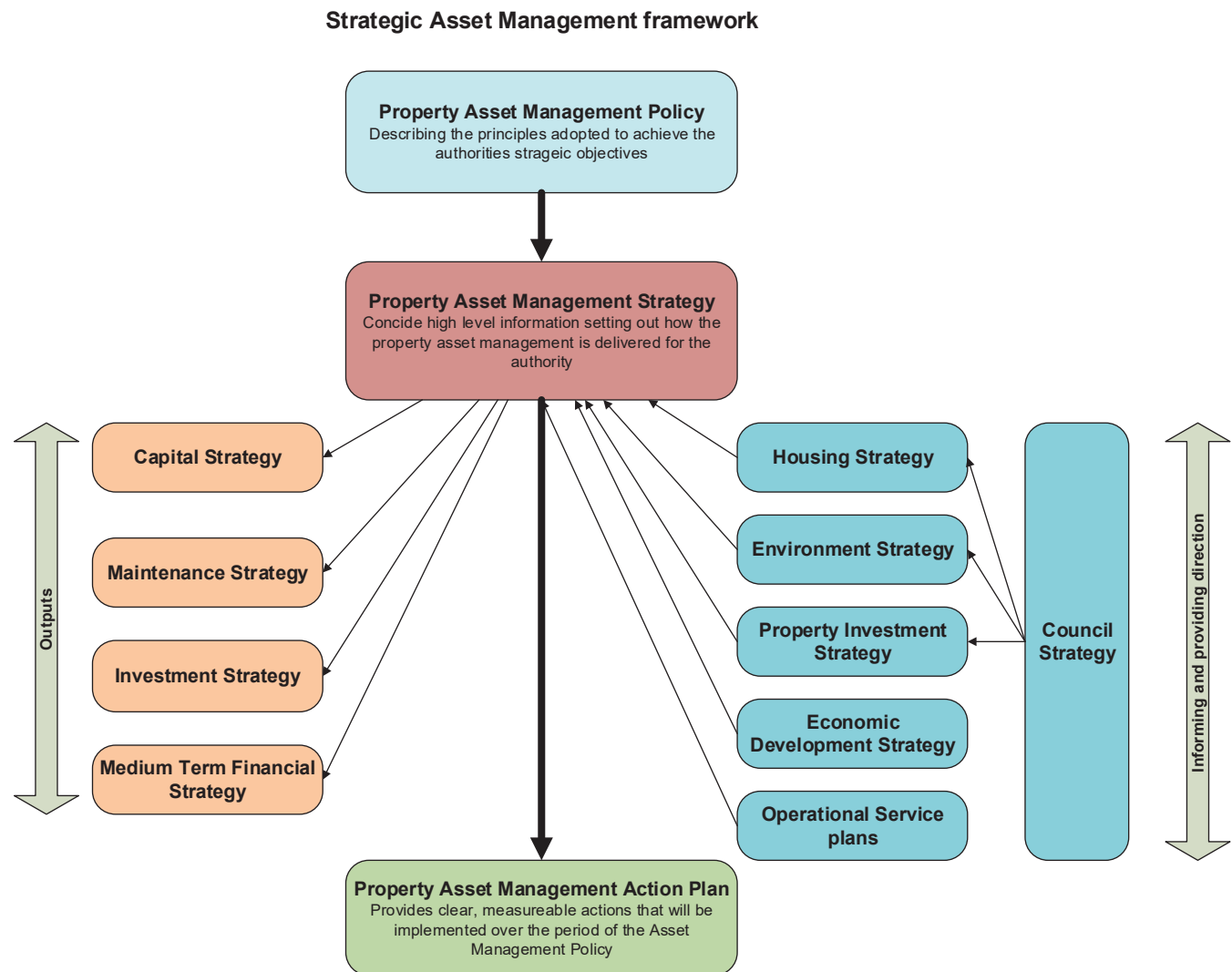
Themes:

- Sustainable and Innovative Together
- Protected and Cared for
- Open for Business
- Great Place

Driven by these themes, the approach to asset management ensures the estate contributes to achieving these themes and the best use of our buildings and land. This includes investment through our capital programme, new building developments and regeneration whilst supporting our operational services with fit for purpose, safe and suitable buildings.

The Strategic Asset Management Plan is further informed through other council strategies including Economic Development, Environment, Housing and service plans.

This in turn helps to drive investment in our buildings and land in the council's investment, capital and maintenance strategies as well as influencing elements of the Medium Term Financial Strategy









# Asset Management Strategy

## 2019-2023 (revised 2022)





# The Estate

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West Berkshire Council owns a substantial and diverse property and land estate, spread across urban and rural locations. Properties are held primarily for the delivery of frontline public services or generally to support the Council's Strategy both directly and indirectly.

The portfolio includes schools, family hubs, libraries, care homes, museum, leisure centres and waste recycling centres. Commercial property let to other organisations and farms let to tenant farmers, generate revenue income which directly contributes to the Council's service delivery.

The council currently operates from four key corporate offices, totalling 9,010 sq.m. (97,000 sq. ft.) The council is currently reviewing its structure for its office use with a view to rationalising.

A significant amount of the land assets are registered as common land, public open space or are let to other tiers of local government such as Town and Parish Councils.

The affordable housing stock in West Berkshire is primarily held by Housing Associations, mainly Sovereign Housing Association, but West Berkshire Council retains ownership of residential emergency accommodation and do it yourself shared ownership (DIYSO) properties as well as caretakers properties for its schools.

The following statistics illustrate the scale and nature of the Council's property portfolio, as at the financial year ending 31st March 2021:

Total number of properties/land assets **599**

Land totalling **892** hectares (excluding highways)

Buildings with a total floor area of **293,366 sq.m. (3,158,000 sq. ft.)**

Total current asset value of **£410m**

Total annual rental income of **£3.8m**

Planned capital budgets 2022/23 to 2026/27 of **£220m**

Asset type	Number of assets
Agriculture	2
Care homes	3
Community buildings	20
Car parks	29
Day Centres	6
Family hubs	3
Industrial/warehouse	39
Land	238*
Leisure	9
Libraries	9
Miscellaneous	4
Museums	1
Offices	13
Public convenience	6
Residential	102
Retail	3
Schools	89
Unidentified/Waste management	23

\*Land refers to assets which are not directly associated with an operational service, such as common land, public open space and playing fields'



# Governance

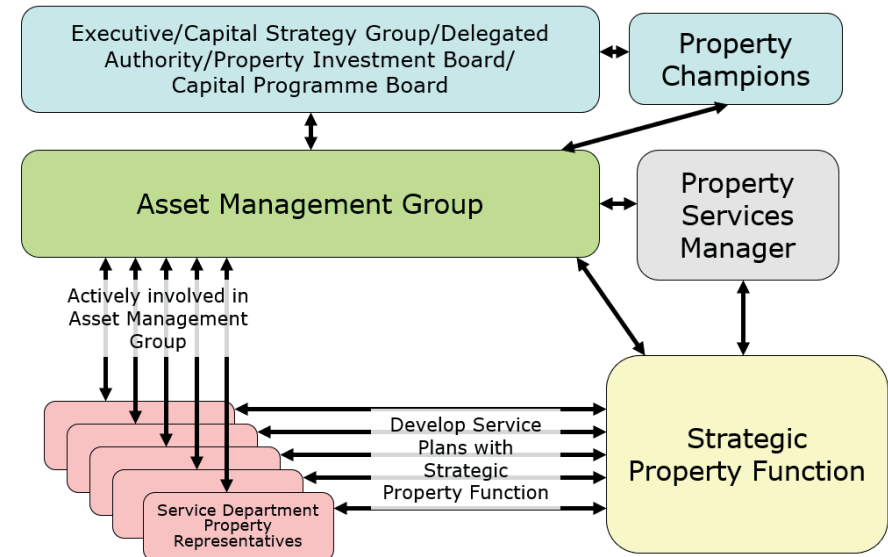
The council has robust governance to ensure decisions made regarding its estate are based on sound direction and transparency in accordance with the council's constitution.

The Asset Management Group (AMG) is the key forum on matters related to the management of the Council's assets and is formed from Officers from across the organisation and elected Executive Members. AMG considers and offers recommendations to the Council in its formal decision making.

Summary activities of AMG are:

- To conduct the asset challenge process;
- To establish surplus assets and recommend actions;
- To receive Service Plans and proposals from them;
- To monitor property related proposals coming from related strategies (eg - environment, housing)

AMG forms the hub for dealing with property matters as shown in the following diagram:



The Asset Management Group is a subordinate group to the Capital Strategy Group (CSG). CSG ensures the Council's capital strategy is being well managed and that the key objectives of the capital strategy are being met.

# Corporate Landlord Approach

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We need to ensure our land and buildings are managed to offer the best and most efficient use of the estate and decisions made support the priorities and objectives of the council.

The manner in which the council manages its estate has been created over a number of decades through historical changes and is currently one of a model where responsibility is devolved out to the services.

The council is progressing toward a Corporate Landlord Model, where responsibility for the management of the estate and its maintenance is transferred from service areas into the corporate centre. This allows the services to concentrate on the planning and delivery of services.

Adopting a Corporate Landlord Model is expected to offer benefits which include:

- The ability to prioritise maintenance across the estate;
- The ability to make evidenced based decisions as all property data is held centrally;
- The ability to deliver a robust asset challenge process;
- The ability to think and act strategically;
- The adoption of service level agreements where services become the clients;
- The ability for services to concentrate their efforts on core service delivery;
- To deliver improved outcomes for value for money, financial efficiencies, and income generation.

In seeking to adopt a Corporate Landlord Model the activities which will be included within this model are:

- Strategic Asset Management
- Estates Management
- Facilities Management
- Statutory Compliance (health & safety)
- Capital Projects
- Maintenance

The Corporate Landlord's responsibility extends further to the acquisition, development and disposal of land and buildings. The Corporate Landlord is responsible for asset planning, review, feasibility and options appraisal accounting for the needs of all service areas, but most importantly, making decisions based on overall corporate priorities.



# Challenging our Assets

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In achieving the outcomes expected of the Asset Management Strategy and the corporate objectives it helps deliver, there are a number of Council priorities that drive the best use of a given asset.

When deciding on the best approach for any asset, the following priorities exist:

- Retain for the operational use of a Service;
- Retain for Corporate Services;
- Re-assign/redevelop for purposes of revenue income;
- Allocate for redevelopment of affordable housing (including through available Joint Venture housing agreements);
- Transfer the asset (community transfer or devolution);
- Dispose of for capital receipt.

To ensure the estate is being managed most effectively, the process of reviewing the estate and its assets is a continuous one, by way of 'asset challenge'.

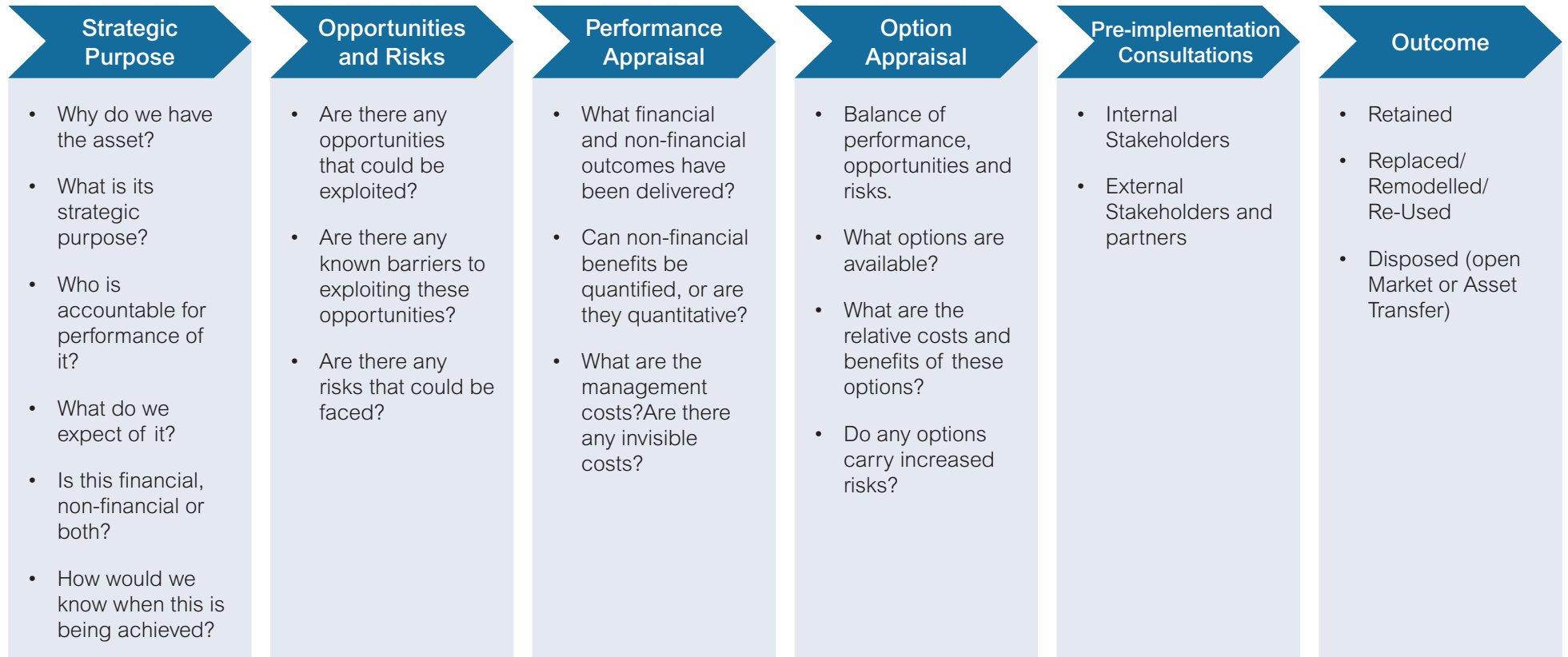
Reviewing the estate is driven by a number of factors:

1. The up to date provision of Operational Service Plans;
2. The outcomes from activities such as One Public Estate and Joint ventures;
3. The outcomes of asset transfers through the devolution process;
4. Changes in legislation relevant to assets.

In addition in conducting a challenge of the estate the following key performance criteria are a significant consideration:

- The cost performance of the building (revenue and capital) including benchmarking;
- Sufficiency of the space;
- Suitability of the space

To do this, each asset is assessed using a step-by-step challenge process, ensuring that every asset has been fundamentally tested against a common set of criteria. Our outline challenge process is set out below:



# Measuring our Performance

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To manage our assets effectively and efficiently we need to know how they are performing.

The performance of a building is measured against a set of criteria:

- Revenue costs (occupancy, building operations);
- Capital expenditure;
- Statutory Compliance and accessibility;
- Space utilisation;
- Environmental sustainability;
- Functional suitability;
- Customer satisfaction.

As well as the quantitative measures, the review will also give consideration to whether the asset is achieving the objectives of the Service, the customer, and operational demands.

In addition to internal performance monitoring, the council also appoints external providers for some services, particularly the management of its commercial property portfolio. These contracts are performance measured.

Within the quarterly performance monitoring of the council the following Key Performance Indicators exist related to the council's buildings and land:

- Percentage of capital projects completed on the council's Education Capital Maintenance Programme;
- Percentage of capital projects progressing to programme;
- Completion of Public Sector Decarbonisation Scheme projects;
- Meeting income targets for commercial properties;
- Review council assets through asset challenge;
- Implement the move to a Corporate Landlord Model.

With an intended progression to adopting a Corporate Landlord Model it is expected that the following performance measures will also be considered:

- Value of the Estate;
- Maintenance and Lifecycle costs;
- Occupancy and utilisation rates;
- Improvement in related financial targets;
- Revenue expenditure on property.

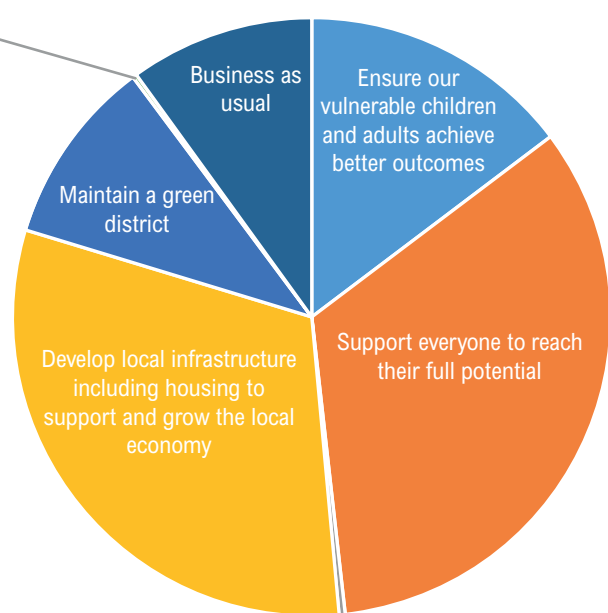
# The Capital Programme

West Berkshire Council has a significant capital programme with planned capital expenditure over the next five years of £220m, with £66m for financial year 2022/23 alone.

£98m of this total is allocated to the People Directorate, principally for Education Services for works at schools but also Communities and Wellbeing, Children and Family Services and Adult Social Care.

The capital programme contributes to achieving the priorities of the Council Strategy and it splits as follows across these priorities:

Ensure sustainable services through innovation and partnerships,



Support businesses to start develop and thrive in West Berkshire

£101m of this total is allocated to the Place Directorate principally for highways related projects.

£21m of this total is allocated to the Resources Directorate for mainly ICT/technology based projects and Property Services.

A significant proportion of the capital projects within the capital programme are managed by key internal teams such as ICT, Highways and Property Services.

Over the period of this Asset Management Plan 2019 – 2023 a number of key capital investments and projects have successfully completed:

- Theale Primary School
- Highwood Copse Primary School
- Flood alleviation works
- Cycling and walking infrastructure
- Highways improvements and maintenance



# Maintaining our Assets

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It is important that we look after our assets and ensure they are safe and fit for purpose. Maintenance and statutory compliance for our buildings is a significant financial commitment for the council. It is important that both revenue and capital funding is prioritised to the areas of most need.

Prioritising maintenance in our buildings is conducted through a rolling programme of RICS compliant condition surveys which identify maintenance requirements over a ten year period. By strong planning of future revenue and capital planned maintenance works budgets can be spent efficiently and emergency or reactive maintenance reduced.

In the case of schools, the Education Service conducts needs based assessments of sufficiency, suitability and condition. The Education Service continues to be successful in achieving capital grant allocations to address capital maintenance in schools.

Additionally a number of successful bids has resulted in significant condition issues in some schools being addressed through the Priority Schools Building Programme.

Statutory compliance for our buildings is conducted through strong training and guidance coupled with ongoing scrutiny and audit of our sites, as well as quarterly reporting from all Responsible Persons which is scrutinised corporately. With an aspiration towards a Corporate Landlord Model it is expected that statutory compliance be further improved through centralised management and responsibility.

The key aims for building maintenance are:

- To ensure our buildings are safe and secure for the people who use them;
- To allocate and prioritise funding to works and projects to achieve maximum positive impact;
- To invest in planned maintenance to enable a reduction in reactive maintenance offering a balance;
- Achieving efficient and effective procurement of maintenance work

# Working with Partners

The Council has strong links with a number of organisations, both other Berkshire Unitary Authorities through shared services and external organisations, including community groups and charities, all helping to deliver high quality public services.

This partnership approach is being developed to ensure that the public assets owned by West Berkshire Council and wider assets held within Berkshire are being managed effectively.

An example of this within an estates context is working with Sovereign Housing Association in the formation of a Joint Venture for the purposes of bringing forward affordable housing developments in West Berkshire.

The council also works with organisations such as Berks Bucks and Oxon Wildlife Trust for the management of open spaces.

One Public Estate (OPE) is an established national programme, providing technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with the Local Government Association and Government Property Agency.

Berkshire  
Buckinghamshire  
Oxfordshire



SOVEREIGN

OPE partnerships across the country have shown the value of working together across the public sector, taking a strategic approach to asset management. This is encompassed in three core objectives:

1. Creating economic growth (new homes and jobs)
2. Delivering more integrated, customer-focused services
3. Generating efficiencies, through capital receipts and reduced running costs.

West Berkshire Council is working with all of the Berkshire Unitary Authorities as well as Thames Valley Police, the Royal Berkshire Fire and Rescue Service and the NHS.

The Berkshire OPE Group has succeeded in 2020/21 alone to obtain OPE funding of almost £8m. Most recently WBC has won £286,000 of capital funding through the Land Release Fund to help release one of its sites for affordable housing.

Local Government  
Association

Government  
Property  
Agency

# Engaging with our Communities

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West Berkshire Council is working with Community Groups, Parish and Town Councils to help maintain or improve services, which can include best use of property and land assets.

The Council's discretionary powers are now supported by statutory backing, to enable the transfer of its building assets to community groups and town and parish councils.

West Berkshire Council gives consideration to transferring assets through two routes:

## 1. Community Asset Transfer Policy

Community Asset Transfer is the transfer of the Council's land and buildings to community and voluntary organisations, normally on a leasehold arrangement.

## 2. Devolution transfer

A devolution prospectus has been developed by WBC for the devolution of services and assets.

Devolution is about devolving, primarily to Town and Parish Councils, services and assets which the community feel would add value locally.

Devolution does not include statutory services, it is about those services which local communities feel should be delivered at the most appropriate level of government.

As part of the Devolution agenda, a Parish Portal has been developed. This Portal provides Parish and Town Councils with a range of information to support both service and asset transfers.

Since its introduction in 2017, the devolution process has successfully transferred nine services or assets to parish or town councils, and a further six applications are currently being progressed.

These transfers include playing fields, library buildings, and grounds maintenance.

# Supporting our Service Areas

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Public services are delivered through a range of distinct Services, some services which rely on the estate to enable them to deliver their service and others which rely only on the corporate offices.

This strategy will enable the operational services to deliver through maximising the use of assets, in an efficient and economic estate.

Operational Service Plans drive the creation of a Service Asset Management Plan specific to each Service which relies upon the estate to conduct its business.

Examples of key services which rely on the estate are:

**Adult Social Care:** To ensure that everything we do safeguards the vulnerable, promotes learning, independence, improves health and wellbeing and provides support where it is needed to the most vulnerable. This will be delivered by focussing on enabling people to manage their own lives safely, encouraging and supporting people to live at home, enriching peoples lives in a safe setting, ensuring a capable and energised workforce, and ensuring money is spent widely and effectively.

Service assets generally comprise care homes and resource centres.

**Communities and Wellbeing:** The vision for health and wellbeing is to enable communities to live healthy lives and to close the gap between communities that are doing well and those that need help. Overarching principles that drive the strategy includes, to live longer healthier lives, fewer people will die

prematurely, the gap in healthy life expectancy between the most vulnerable and least well off in our district and the rest will be reduced.

Services assets generally comprise leisure centres, playing pitches, libraries, and arts/culture venues such as museums.

**Development and Regulation:** The Service includes Housing as an operational team. Enacted through the Housing Strategy 2020-2036 which sets out West Berkshire Council's strategic housing priorities and details a range of actions that the Council intends to take in partnership with relevant partners and stakeholders to support residents to access good quality housing while preventing homelessness and rough sleeping.

This is enacted through a delivery plan which has a number of linked themes including, affordable housing policy, housing allocations policy, empty homes strategy, and gypsy and traveller needs assessment.

Service assets generally comprise emergency accommodation, and a gypsy and traveller site.

**Environment:** The service is formed from traditional highways management, countryside maintenance and waste management and supports the ongoing upkeep of West Berkshires external spaces.

Service assets generally comprise highways depots, public open space, parks, and waste management sites.

# Risks and Challenges

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The delivery of the Asset Strategy supports the objectives of the council and its services. Council services face a number of risks and challenges, as well as challenges faced by the communities it serves.

Through the Strategic Asset Plan and its Action Plan these challenges can be tackled, helping deliver transformational outcomes in support of council priorities.

Challenges faced by the council include:

**Climate change:** The council announced a climate emergency in July of 2019 with an intention to be carbon neutral by 2030.

The Environment Strategy 2020 – 2030 lays out the strategic objectives to deliver the vision for zero carbon.

This Strategic Asset Management Plan will contribute to the actions identified in the Environment Strategy to ensure the built environment is managed and maintained to contribute to successful zero carbon by 2030.

**Housing:** The need for housing, including affordable housing in the south of England, including West Berkshire is acute. Whether reacting to demographic change or growth, or preventing homelessness, housing is a critical topic and one in which West Berkshire Council has an important role to play.

The Housing Strategy 2020 – 2036 communicates how the council will achieve its housing priorities and this Strategic Asset Plan contributes through the potential for use of council owned assets to contribute to the objectives.

**Town centres:** The changing ways in which our communities use our town centres has been further impacted by covid 19. The council has

engaged a multi-disciplinary team to undertake a study into the future use of Newbury Town Centre. A public consultation was conducted during the summer of 2021 and the four thousand comments fed into the study.

**Changes to service delivery:** The council provides a wide variety of core services to the West Berkshire community, whether that be culture, leisure, waste services, adult social care or education.

Each of these services can be directly impacted by changes in delivery need due to increased or changing demand, possibly driven by changes in legislation.

This Strategic Asset Plan will ensure that the effectiveness and suitability of the estate reacts to the changing demands of the services.

**An aging estate:** With a significant estate, formed by a wide variety of different types and ages of buildings, including listed buildings, the condition of our buildings is an important aspect of managing the estate.

This Strategic Asset Plan seeks to ensure funding is prioritised to maintain in the highest need areas and that standards are maintained within our buildings.

**Corporate offices:** The changing working environment created by the Covid19 pandemic has presented opportunity for the council to re-assess working practices in its corporate staff offices.

Carried out through its project 'Timelord 2' this presents opportunity to reshape the council's office requirement.

# Our Forward Plan

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This document outlines the key strategic objectives for the Council's land and buildings for period 2019 – 2023 and has been refreshed for 2022. A new Strategic Asset Management Plan for the period 2024 – 2028 will be produced for release March 2023. The document is reviewed annually to ensure accuracy and currency is maintained.

Our Asset Management Action Plan further describes the specific activities to achieve these objectives, categorised under three key thematic headings of Strategic, Operational and Service Improvement actions. The Asset Management Strategy is refreshed annually, whilst the Asset Management Action Plan will be managed, monitored and updated continuously to report on progress and achievements. This means that the document will be continually changing to reflect achievement of actions and capturing new priorities and initiatives as they are identified.









# Asset Management Action Plan

# Asset Management Action Plan

Note: This Action Plan aligns with the final year of the Strategic Asset Plan 2019 - 2023.  
Full refresh of the Action Plan for 2024 - 2028 will be produced in 2023.

## Action references

### A: Action Plan

- Strategic

### B: Action Plan

- Operational

### C: Action Plan

- Service Improvement

## Asset Management Principles

1. 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
2. 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
3. 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)
4. To use land and buildings to enable the success of complementary council strategies. This includes the objectives of economic development, housing, and environmental strategies
5. To promote joint working with public sector and private sector partners and stakeholders where it will benefit service delivery or secure efficiencies

Action ref	Action description	Asset Management Principles (1-5)	SMART objective	2022/23 key milestones	Accountability	Resource Implications
A1	Refresh the Strategic Asset Plan (SAP)	1,2,3,4,5	By June 2022 have in place WBC Executive approval for the SAP. Approved SAP uploaded to WBC website.	1.Complete format document; 2.Present through the WBC corporate cycle; 3.Present to WBC Executive.	Asset Management Group	Internal resource
A2	Corporate Landlord Model feasibility	1,2,3,4,5	By September 2022 to have in place WBC Executive approval of the feasibility stage of becoming a corporate landlord	1.Complete format document; 2.Present through the WBC corporate cycle; 3.Present to WBC Executive.	Corporate Programme Board	Internal resource and external resource

A3	One Public Estate	4,5	To engage in the activities of the Berkshire One Public Estate Group throughout the year	To be a key part in strategic decisions related to land and building assets in Berkshire	Corporate Board	Internal resource and external resource
A4	Fixed assets valuation programme	3	By August 2022 have completed and submitted asset valuations.	1. Procured consultant valuer completed valuations; 2. Valuations checked and queries resolved; 3. Valuations submitted.		Internal resource and external resource
A5	Review performance criteria and reporting to Asset Management Group	1,2,3,4,5	By September 2022 to have agreed performance criteria and reporting format.	1. Agree reporting criteria with AMG; 2. Agree dashboard template format	Asset Management Group	Internal resource
A6	Support Environment Delivery Plan to deliver audits of the Council's building portfolio and a programme to deliver carbon zero for 2030	4	To contribute to the data capture of the council's building assets to enable the conclusion of the audit in line with the Environment Delivery Plan	Data both from the council's assets database, site information and surveys	Environment Group	Internal resource
A7	Complete the 'Asset Challenge' of assets allocated for 2022/23.	1,2,3,4,5	By March 2023 complete the assets challenge of properties held within the estate of: 1. Adult Social Care; 2. Housing; 3. Libraries; 4. Car Parks	1. Conclude the creation of Service Asset Plans; 2. Conduct assessment of existing use, proposed use, cost assessment; 3. Recommend proposals for individual assets.	Asset Management Group	Internal resource and external resource
B1	Statutory Compliance rolling programme (Fire, Asbestos, Legionella)	2	To complete by March 2023 the annual allocation of fire risk assessments, asbestos management plans, and legionella risk assessment for both schools and non-school council buildings.	1. Agree list of properties for 2022/23 (from five year rolling programme); 2. Appoint specialist surveyors/consultants; 3. Issue outcomes to sites and upload to database.	Corporate Board	Internal resource and external resource

B2	Condition surveys	2	To complete by March 2023 the annual allocation of RICS compliant condition surveys (as part of five year rolling programme across the estate).	1. Agree list of properties/sites for 2022/23; 2. Appoint RICS surveyors; 3. Issues outcomes to sites and upload to database.	Capital Strategy Group	Internal resource and external resource
B3	Schools capital programme	1,2,3	By March 2023 to manage individual capital projects, both at schools and non-school sites to the individual project programmes.	Each project will progress to agreed RIBA stages within the financial year 2022/23.	Capital Strategy Group	Internal resource and external resource
B4	Schools capital maintenance programme	1,2,3	By March 2023 to have completed the construction of all capital maintenance projects allocated for 2022/23.	Each project will progress to agreed RIBA stages within the financial year 2022/23.	Capital Strategy Group	Internal resource and external resource
B5	Commercial estate management	1,3	Throughout 2022/23 to maximise occupancy and income through timely lease renewals, rent reviews, service charges and management of debt.	1. To conclude full letting of 4 Sector; 2. Review leases falling in 22/23; 3. Work with agents and tenants to overcome any debt issues that arise; 4. Quarterly reporting to Property Investment Board.	Property Investment Board	Internal resource and external resource
B6	Facilities Management reporting system	2,3	By March 2023 to present proposal for improved system of receiving Facilities tasks and monitoring progress (corporate offices).	1. Establish criteria/need; 2. Present solution including any IT system requirement; 3. Implement system.	Corporate Board	Internal resource and external resource

<b>B7</b>	<b>Asset strategy for corporate offices</b>	1,2,3	By September 2022 to present and have approval for the future of any surplus assets coming from the council's Timelord 2 project (rationalisation of working practices).	1. Complete feasibility of recommended preferred option; 2. Present options to Executive; 3. Implement preferred option.	Executive	Internal resource and external resource
<b>B8</b>	<b>Internal Audit - Asset Management</b>	2,3,4	By March 2023 to have successfully complied with and completed the outstanding actions within the internal audit action plan.	1. Conclude individual actions; 2. Record and retain systems and guidance for long term use; 3. Report and close at AMG.	Asset Management Group	Internal resource
<b>C1</b>	<b>Produce Service Asset Management Plans for identified services</b>	1,2,3	"By March 2023 to have in place Service Asset Management Plans for: 1. Adult Social Care; 2. Housing; 3. Libraries; 4. Car Parks."	1. Reviews by the services of the operational plans for the provision of services; 3. Produce formal SAMP document 2. Agree operational objectives;	Asset Management Group	Internal resource
<b>C2</b>	<b>Conclude the disposal of Phoenix and Chestnut Walk sites</b>	1,3,4,5	To receive anticipated offer from housing Joint Venture, assess valuation and report options and proposal to WBC Executive for decision on disposal.	1. Receive offer from JV; 2. Conduct s.123 assessment of land value; 3. Report to WBC Executive; 4. Complete disposal of sites/land.	Executive	Internal resource and external resource
<b>C3</b>	<b>Land at Parsons Down School</b>	1,3,4,5	By December 2022 complete proposals for the future plans for surplus land at Parsons Down School, Thatcham.	1. Feasibility of the options; 2. Agree preferred option.	Asset Management Group	Internal resource and external resource



<b>C4</b>	<b>Adult Social Care - care home feasibility</b>	1,2,3,4	Complete by March 2023 feasibility study for the provision of a new care home for West Berkshire and land acquisition options.	1. Establish operational criteria/business case; 2. Appoint specialist consultants and carry out feasibility study; 3. Conduct site search.	Asset Management Group	Internal resource and external resource
<b>C5</b>	<b>Four Houses Corner - site development</b>	1,2,3,4	Complete, to revised agreed programme the construction stage of the Four Houses Corner site refurbishment.	1. Approval of revised budget; 2. Complete design and procure contractor; 3. Complete construction	Housing Board	Internal resource and external resource
<b>C6</b>	<b>Commence construction stage of Theale SEMH project</b>	1,2,3,4	Commence construction by November 2022 of the new SEMH provision.	1. Complete detailed design; 2. Procure contractor; 3. Complete construction.	Capital Strategy Group	Internal resource and external resource
<b>C7</b>	<b>Complete construction stage of the I-College project, Badgers Hill.</b>	1,2,3,4	Complete construction by March 2023 of the replacement building at Badgers Hill, Calcot.	1. Appoint contractor and complete construction stage.	Capital Strategy Group	Internal resource and external resource
<b>C8</b>	<b>Complete construction stage of Downlands Sports Centre, The Downs School, Compton.</b>	1,2,3,4	Complete construction by March 2023 of the rebuild of the sports hall building.	1. Complete detailed design; 2. Procure contractor; 3. Complete construction.	Capital Strategy Group	Internal resource and external resource

# Appendix to the Strategic Asset Plan

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