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1 Introduction

The purpose of this Asset Management Plan (AMP) is to ensure that the Council's property assets are well managed and play their full part in helping to achieve our corporate aims. SBDC fully recognises the importance of the Council's buildings and facilities in assisting the delivery of effective services to our customers and in working effectively with our partners and local groups.

- 1.1 This AMP sets out the Council's strategic management of its property portfolio and how this relates to the business objectives of the Council. This is a key policy document and will be used to inform operational strategies and day-to-day activities. It replaces the 2008 AMP.

2 Asset Management Aims

To ensure that the AMP is linked to other Council policy documents and that they link together towards the common aims and objectives of the Council

- 2.1 The Council's corporate plan for 2011 to 2021 sets out the aims, priorities and objectives of the Council. The plan is reviewed regularly and is updated in line with priorities based on community and customer need, government strategies and targets and the results of ongoing improvement activity.
- 2.2 The Sustainable Community Strategy and the District Council's Corporate Plan share five themes which are the framework for delivery of the Vision:

South Bucks Sustainable Community Strategy and Corporate Plan - Key Themes	
Theme 1	Thriving Economy - lifelong enterprise, the entrepreneurial heart of Britain
Theme 2	Sustainable Environment - protecting our heritage, protecting our future
Theme 3	Safe Communities - being safe, feeling safe
Theme 4	Health and Well-Being - healthier, happier and longer lives
Theme 5	Cohesive and Strong Communities - strong, confident and active communities

- 2.3 The elements of the Sustainable Community Strategy that are the responsibility of the District Council to deliver are included in its detailed Corporate Plan. Each of the five themes is split into objectives accompanied by detailed action plans for the current year and objectives are set out for the medium-term (the next 2-3 years) and the longer term (4-10 years).

2.4 Our values as a public service organisation - the way we do things - is governed by six key drivers that all staff will focus on throughout their work and these are:

The way we do things will focus on:
• Customer needs and customer involvement
• Value for money and a lean organisation
• Recognising diversity and involving everyone
• Supporting a cohesive and caring community
• Sustainable quality of life
• Knowing the locality and our communities, use of Knowledge Source etc. to guide our work

2.5 Progressing the Council’s AMP is an integral part of providing value for money services (Aim 5) but also underpins all the aims, as the Council needs safe accessible assets to deliver its services.

2.6 The key aims of the South Bucks District Council Asset Management Plan in no particular order are to:

- 1) **Maintain** - Ensure that the Council’s Property Assets are managed to enable the provision of safe and efficient services. Maintenance is carried out subject to budget availability.
- 2) **Sufficient** - Ensure that land and property holdings are sufficient for the delivery of the Authority’s aims and services.
- 3) **Efficient** - Ensure the efficient, effective and sustainable use of land and buildings and to minimise the cost of holding land and buildings. In addition, we will consider whether the shared use of facilities can be of benefit to the community.
- 4) **Corporate approach** - Ensure a corporate approach to asset management reflecting service needs. Ensuring a long-term view is taken on the public property assets.
- 5) **Management** - Ensuring Council assets are well managed facilitated through the Council’s revenue and capital budget process. Including:
 - Assets are re-valued at least every 5 years,
 - Work is prioritised as required,
 - An annual review of the Council’s property portfolio takes place with the Resources Portfolio Holder to inform discussion on both current holdings and also future requirements.
 - Ensuring effective space planning of the office space at Capswood
 - That competent external advisors employed as required for advice as required.
 - Progress Asbestos management plan and ensure operational properties are DDA (Disability Discrimination Act) compliant.

- 6) **Risk Based Approach** - Operational assets are inspected on a rolling basis to ensure works are identified and carried out. Risk and liability transference takes place as appropriate to minimise potential liability to the Council.
- 7) **Sustainability** - Ensure a sustainable approach to management of operational property including energy usage and appropriate technology / materials considered as part of any building works.
- 8) **Income** - Maximise income from property either through annual rental payments or premium payments. Continue to review asset holdings in order to determine whether assets could be disposed off to maximize their value and generate capital receipts.
- 9) **Community / open space** - Work with partners / local groups so that where appropriate non-operational property can be used for community / open space use.
- 10) **Acquisitions** - Consider purchasing property in support of the Council's aims, for investment reasons or to support specific community projects.

3 Overview of Property Portfolio

To provide an overview of the Council's land and property portfolio

- 3.1 South Bucks District Council has a relatively small property portfolio. The assets range from historic buildings to small areas of grazing or amenity land. The Council has out-sourced most of its services including revenues and benefits, IT support, day-to-day operation of the Council's leisure centres and the refuse / recycling / street cleaning contract. The Council also has relatively little operational property. Contextual Information is detailed at Appendix C and the summary of the property portfolio is detailed at Appendix E.
- 3.2 Included within the operational portfolio are the Council's main offices at Capswood, (which are leased to the Council for 25 years), leisure facilities that comprise public football pitches, two golf courses, two leisure centres, (one of which is in partnership with Bucks County Council), sports fields, car parks and cemeteries. In 10/11 the golf facilities attracted over 50,000 visits and contributed £483,000 income to the Trust. The Leisure facilities attracted in excess of 126,000 visitors. Farnham Park Golf Course and Farnham Park Sports Fields are a charitable trust managed by the Council.
- 3.3 The Council manages 12 pay and display car parks situated close to local shopping centres, which provide an income of around £900,000 per annum, and also manages three cemeteries and a gardens of remembrance.
- 3.4 In the last 10 years over £13 million in capital receipts has been generated from Council property developments / disposals and this has produced significant additional annual income through interest on the sum invested that contributes to the Councils annual running costs. Income from non-operational property through annual rental income has been increased from £330,000 per annum in 07/08 to over £400,000 in 10/11.
- 3.5 The Council will consider property matters as part of proposals to join up services / work in partnership with other Councils or bodies where appropriate.

- 3.6 The Council will also consider requests from community bodies for the transfer of assets or release of restrictive covenants on a case-by-case basis. The bulk of Council's housing stock was transferred in 1991 to a registered social landlord. The Council maintains an enabling role.

4 Progress Made to Date

To review progress made to date in relation to property matters.

- 4.1 We are making good progress in the management of our assets for the benefit of our customers and these are detailed below. After each example is detailed in brackets the Council's aims that the project has contributed towards:

Chronologically:

- From 2006 we have provided office space at Capswood to the voluntary sector and citizen's advice in furtherance of Community Plan aims. This has enabled the provision of a local service access point for South Bucks residents. (3 & 5)
- In 2006 the lease for the redevelopment of Bells Hill shopping centres, Stoke Poges was concluded. This was substantially completed in 2008/09 and provides flats, shops including post office and pharmacy and a modern local medical centre on the site. (1, 2, 3 & 5) The Council continues to work with the developer in regard to the proposed shop units.
- In 2006 a new lease has been negotiated with Beaconsfield Town Council for Council Hall, enabling the Town Council to continue to provide locally accessible services to Beaconsfield residents. (3 & 5)
- In 2007 the contract was concluded with Wycombe Leisure to manage Evreham Sports Centre, Iver and Beacon Centre, Beaconsfield, which required the contractor to make up-front capital investments to upgrade the facilities. (3 & 5)
- In January 2008 the sale of Candlemas Lane Depot, Beaconsfield site for 22 units of affordable housing was concluded. This replaced the household recycling centre that was relocated by working with Bucks County Council to outside Beaconsfield, to provide a larger and improved facility better able to meet the aims of the countywide waste strategy. (1, 3, 4 & 5)
- In 2008 leasing a building in Beaconsfield to a local group for dance classes etc. (3 & 5)
- Between 2009 and 2010 - Site provision and procuring grant finance (£200,000) to delivery 6 new children's playground facilities. These were at Stomping Ground Burnham, Iver recreation ground, Denham village recreation ground, Trumpers Field Dorney, Farnham Parks Sports Fields & Stoke Poges recreation ground.
- In 2009 facilitating Iver Parish Council in purchasing land at Swan Road to protect the area and to provide public open space. (3 & 5)
- In 2010 Brindley House Beaconsfield was leased for a further 15 years to provide local child care facilities that increased income and provided a community facility whilst the future long term use of the site is considered further. (3 & 5)
- In 2010 concluded new lease for Doctors surgery at Trewarden in return for a premium payment. (3 & 5)
- In 2010 a management plan for Littleworth Common was agreed and is now being developed with key stakeholders. (1,3 & 5)

- In July 2010 new Photo Voltaics were installed at Capswood delivering £4,500 of energy savings (including grants) and these produce 9,300 kWh's of electricity per annum. (1, 4 & 5)
- In March 2010 a voltage optimiser was installed at Capswood that will save in the order of £2,500 per annum equivalent to 32,000 kWh's per annum. (1, 4 & 5)
- During 2011 concluding negotiations to lease Temple Dell open space in Farnham Common to the Parish Council and facilitating the new community orchard. (1, 3 & 4)
- In 2011 demolition of old depot buildings at Bath Road to create a site that can be leased pending further redevelopment considerations. (1, 3 & 4)
- In 2011 agreed terms to lease areas of open space to Taplow Parish Council for community use. (1, 3 & 4)

In addition:

- A number of rent reviews / negotiations have been concluded which has overall meant the average rate of return on the Council's portfolio is 8%. (5)
- The capital programme is being realigned through the budget processes against the planned maintenance programme, to ensure the properties are kept in a suitable state of repair along a risk based approach. (4 & 5)
- Work has commenced on looking at how the future use of Farnham Park Sports Fields for sport, local people and income can be maximised. This includes potentially working with a national sports organising body. (1 & 5)
- The work to meet the Disability Discrimination Act is complete with all 'category A' adaptations now completed. (2 & 3)
- Leasing property including open spaces to Parish Council's for local benefit. (1, 4 & 5)
- The business case is being considered for improvements to the clubhouse and facilities at Farnham Park Golf Course to help to ensure the long-term viability of the facility. (1, 3 & 5)
- Working with our housing partners to review individual sites and their potential to provide affordable housing in furtherance of our Housing strategy objectives. (3 & 5)
- On-going energy efficiency works including low voltage bulbs, movement detectors on lighting, improvement management of heating systems and managing water usage. (1, 4 & 5)
- Re-organised property records.

Note - Key for Corporate Aims after each item detailed in para 2.2 above

5 Organisational Arrangements for Corporate Asset Management

To make sure that there is a clear understanding of the responsibilities and commitment required from all levels.

Member Responsibility

- 5.1 The Council has the Leader and Cabinet model of political management. The Resources Portfolio Holder is responsible for property matters generally and non-operational property. Operational property is allocated to the relevant Portfolio Holder. A copy of the Council's political organisation is attached at Appendix A. The Portfolio Holders consult Policy Advisory Groups (PAGs) comprising Council

Members that meet regularly, to advise him on matters under their control including property matters.

Corporate Property Officer (CPO)

5.2 The Council has agreed that the Director of Services will act as the CPO. The Director of Services is a member of the Corporate Management Team that advises the Cabinet on decision-making. The Corporate Management Team consists of the officers shown in the organisational chart at Appendix B.

5.3 The CPO also assists the Director of Resources in the preparation of the Capital Strategy.

Day-to-Day Property Management

5.4 The Head of Environment is responsible for day-to-day property management, developing and progressing strategic property matters and reports directly to the CPO.

5.5 The Corporate Property Officer (CPO) and the Head of Environment reports to the Resources Portfolio holder on property matters which are discussed by the Resources PAG, prior to executive decisions being made. The CPO is responsible for ensuring the effective delivery of the Authority's business and service aims. The CPO will consider the major corporate drivers for future change and how this will affect asset management.

Asset Management Group

5.5 There is an asset management officer working group which assists in the asset management process which includes:

- CPO - Director of Services
- Director of Resources
- Head of Environment
- Head of Legal Services - or their representative
- Head of Finance and ICT- or their representative
- Other officers as appropriate, such as planning policy

5.6 The terms of reference for the group are attached at Appendix D. The group ensures that the development of particular projects consider the Capital Strategy and other strategy objectives.

Specific Property Working Groups

5.7 In addition, officer working groups are formed from the different departments to progress particular projects or issues. These working groups may act as the project board set up under the Council's project management guidelines if required to control specific projects.

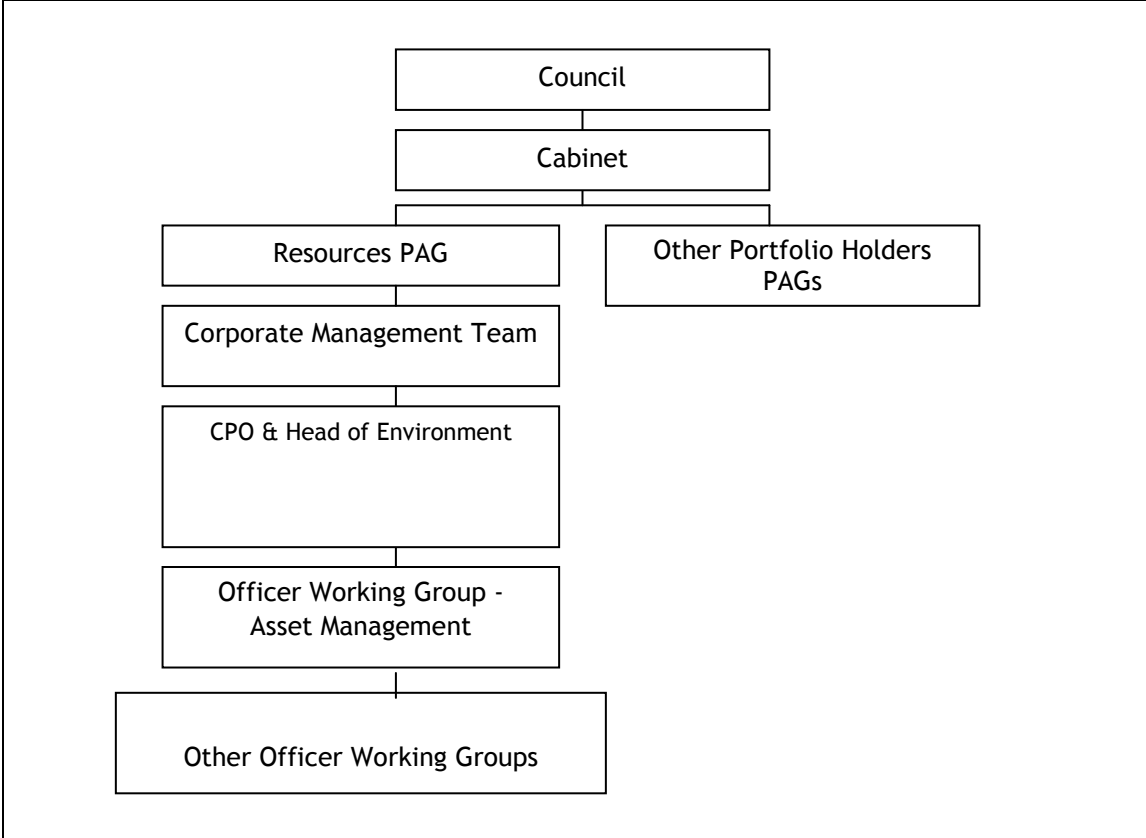
Reporting Arrangements

5.8 The Director of Services holds regular meetings with the managers and provides the upward link to the Corporate Management Team. This forum ensures that when property matters are raised by the CPO a cross service and corporate approach is achieved, whilst considering the Council's aims and objectives.

5.9 All reports prepared on asset management are considered and discussed at the Corporate Management Team. The progress on property matters is reported quarterly to Management Team and annually to Members and the Head of Legal and the Head of Environment meet regularly to discuss matters.

- 5.10 Training
The Council is ‘Investors In People’ accredited. As such training and development is given a high priority and each Section produces annual training plans following the performance review system and this is monitored corporately.
- 5.11 Risk Management / Project Management
The Council has developed a risk management approach and the Director of Resources has corporate responsibility for this. In addition that Council has a project management system in place based on ‘PRINCE 2’ methodology.

Figure 1: Organisational Arrangements for Corporate Asset Management



6 Sustainability

To ensure that the Council’s asset management plan contributes towards sustainability objectives.

- 6.1 The Council three key sustainability aims that are closely related to the AMP and these are detailed below:
 1. To integrate sustainability and carbon reduction into the planning and delivery of the council’s aims.
 2. To reduce the authority’s carbon footprint until we become a carbon neutral organisation.
 3. To demonstrate leadership in tackling climate change and sustainability issues, including reducing the overall carbon footprint of the District, to minimise the Council’s carbon footprint from its operational properties.

6.2 This AMP assists with these aims to improve the sustainability of the Council's asset base. Examples of this would be:

- Continue to looking to reduce energy usage on operational buildings where possible as part of routine maintenance works
- Monitoring energy usage to assist CO2 reduction from Local Authority operations
- Ensuring sustainable issues are considered in any new operational buildings
- Including sustainability issues in the appointment of contractors.

6.3 Significant improvements have been made and the climate change and energy action plan and these include the following matters. Please see the Sustainability and Climate Change Strategy for the complete action plan)

People and Policy

- Publicised energy efficiency actions and achievements
- Improved awareness amongst staff
- Formed a dedicated Energy Committee
- Constructed an Action Plan/Strategy
- Improved energy management and structures and practices
- Conducted regular reviews

Practical Change and Implementation

- Provided time switches for 'point of use' water heaters and water boilers
- Introduced 'daylight linking' control to all perimeter lights
- Introduced out of hours 'Switch Off' campaign for office equipment
- Introduced 'movement' detectors to control underground car park lighting
- Improved insulation to heating pipe work and accessories
- Improved heating ventilation air conditioning (HVAC) control strategies
- Installed utility sub metres for monitoring and targeting
- Improved lighting systems and controls
- Considered installing integral isolating /regulation valves for hot and cold water basin feeds at the toilets
- Investigated a policy for introducing EFF1 high efficiency motors when old motors need replacing or where new plant is to be installed
- Investigated the requirement to assess the benefits of fitting VSD's to main handling motors (this could achieve a 50% energy saving)

Other Identified sub actions

- Sought effective use of grants and funding streams to assist with implementation
- Adopted energy saving as a Local Performance Indicator

Procurement, Contracts and Change

- Utilise refurbishment activity to maximise sustainability improvements.

7 Consultation

To ensure that there is a clear understanding of how the Council takes account of stakeholders' views with respect to its buildings or facilities.

- 7.1 The Council has carried out a wide range of consultation exercises over the past year, and the corporate consultation programme is set out in the Consultation Strategy¹.
- 7.2 Consultation is targeted at the specific stakeholders using a range of methods depending on the specific situation. Target customer groups may include members of the public generally, or more specifically residents, tenants, parish councils, partners, councillors or staff. Methods of consultation may involve arranging meetings with user groups, providing customer satisfaction forms or sending out postal questionnaires. The new communication strategy ensures a corporate approach to our liaison with customers.
- 7.3 Recent consultations with stakeholders that have taken place, directly relating to the Council's property assets include:
- ✓ With outside bodies for example Corporation of London on proposals for a new management plan for Littleworth Common.
 - ✓ Community group consultation regarding future use of former Red Cross building in Beaconsfield.
 - ✓ Leisure surveys for golf courses and leisure centres.
 - ✓ With residents regarding the Council Tax and key partners.
 - ✓ With stakeholders for the Housing Strategy.
 - ✓ With Parish Councils and local businesses on car parking charges.
 - ✓ With Homeless people for the Homelessness Strategy.
 - ✓ Internal customer satisfaction through annual survey.
 - ✓ Overall satisfaction levels with the Council and its services through the statutory, tri-annual customer satisfaction survey.
 - ✓ 'Have Your Say' section on the website.
 - ✓ Annual support services survey and annual staff survey.
- 7.4 Information gathered from the consultation processes is included within relevant reports to Members through the CPO and Corporate Management Team to the respective Portfolio holder. This may result in a decision to change strategy, or a report to Cabinet for approval of capital expenditure.
- 7.5 Information gathered from consultation processes assists with improving the services that we provide. Examples of this include the feedback received from customers of the Council's golf courses which has led to the improvement of the course and changes in the management of the facility, re-tendering of the leisure centre contract to ensure capital investment in the facilities, to address concerns identified by our regular customer satisfaction monitoring and the community facilities included in the brief for the redevelopment of the shopping centre at Stoke Poges.
- 7.6 The Council also has a good record of working with and through our key partners on property matters, in particular with Registered Social Landlords (RSLs), Bucks County Council, other Buckinghamshire districts, in particular Chiltern District Council, Parish Councils, Police, Health Partners and the voluntary and private sector.
- 7.7 The Council will consider on a case by case basis approaches from the community groups who would wish to take over facilities to provide local services.

1

http://www.southbucks.gov.uk/council_democracy/consultations/results_and_reports/results_and_reports/south_bucks_community_engagement_strategy_2009_2012.aspx

Specific examples relating to the Council's property assets include:

- Working with Thames Valley Police to help design out crime in new developments and existing properties and help to reduce crime generally in our district. This work has fed specifically into the pay and display car parks.
- Safer Car Parks awards for the pay and display car parks.
- Joint partnership with the County Council to provide a community leisure centre.
- The production with other Bucks Authorities of the 'Waste Strategy for Bucks', which has led to the increased partnership working with Chiltern District Council and Wycombe District Council, and other Bucks Authorities.
- Shared use of Amersham Road depot with Chiltern District Council for the refuse, recycling and street cleaning services.
- Parish Councils managing public toilets in Beaconsfield and Burnham.
- Partnership working with volunteers groups including provision of office accommodation at the Council's main offices, for example citizen's advice.
- Providing office accommodation for recently TUPED housing staff working on our Housing Register and Homelessness contract in the main Council offices.
- Recent contact with Highway Agency, Thames Valley Police specifically about infrastructure support for the Olympics in 2012.
- Consideration of joint maintenance contracts where appropriate for example the Council has a joint grounds maintenance contract with Wycombe and Chiltern District Council's.

7.8 Feedback from our partnership working initiatives and consultation exercises such as with users of Leisure facilities, review of major services and national guidance on asset management will continue to help to inform future developments of the Asset Management process.

8 Data Management

To ensure the maintenance of comprehensive records on Council buildings and facilities.

Condition Assessment

8.1 The Council's current operational property portfolio is attached at Appendix E. The current maintenance backlog is minimal although the financial situation is requiring works to be carefully prioritised and the capital program adjusted accordingly.

Asset Register and supporting information

8.2 The Council has ensured that the basic data on all the Council's property is contained within the Asset Register. Officers use this information to enable access to basic information on property. This document is updated regularly and reviewed at least every 5 years for valuation purposes. The Asset Register is stored in accordance with the Data Protection Act 1998. The Asset Register is issued to:

- ✓ Portfolio Holder
- ✓ CPO
- ✓ Head of Legal Services
- ✓ Head of Environment

8.3 The Asset Register is reviewed and the contents updated on a regular basis and/or when details change. The plans of the Council property have been added to the GIS system so all officers in the Council can access this information. The property register contains the following key information:

- Unique Property Reference Number (UPRN)
- Description
- Site Area
- Tenure
- Are there any tenancy / management agreements?
- Planning details
- Freehold valuation details
- Basis of valuation
- Contamination issues if any
- Authority used for purchase where appropriate
- GIS Plan

8.4 A further development of the Asset Register is that there is a dedicated spreadsheet that details all leases / agreements in place together with the relevant data such as rents, rent review dates and bring forward dates for reviews. This is available to the relevant officers electronically.

Asbestos Register

8.5 The Council holds a comprehensive asbestos register detailing all asbestos containing materials, their condition and relevant control measures. The register is used to ensure the condition of such materials is monitored and also that proper health and safety precautions are observed whilst work is undertaken. This is reviewed annually or as and when circumstances change.

Contaminated Land

8.6 The Council has published a 'Contaminated Land Strategy'², which sets out the approach to the identification of potentially contaminated land, information handling and communication with stakeholders, owners and occupiers of land.

8.7 A statutory public register is maintained including land within South Bucks designated as contaminated land and records of any notices or intended action relating to such land. In addition to the public register the Council also holds information in the form of electronic maps and databases relating to historic use of land, this data is used to inform the process of identifying and assessing the risk associated with land contamination and to provide information and assist the development control process.

Computer Aided Design

8.8 Computer Aided Design (CAD) system is in use and a large amount of historical drawings have been stored digitally, and could in due course be combined with the Council's proposed Document Management System (DMS) for the management and retrieval of this information.

8.9 Training has been provided to users of the GIS / CAD system and this continues as developments in this software are issued.

Planned Maintenance Programme

²

http://www.southbucks.gov.uk/includes/documents/cm_docs/2009/s/south_bucks_contaminated_land_strategy.pdf

- 8.10 The Planned maintenance programme is being updated for the period 2011 to 2021 and the Council's capital programme will be further aligned to the agreed planned maintenance programme. The planned maintenance programme is shared with finance officers so that there is common understanding of the works planned.

9 Performance Mgt, Option Appraisal, Monitoring & Information

To demonstrate how asset management systems are used to deliver performance improvements, and are linked to performance objectives.

- 9.1 The Council is committed to the use of performance management information and benchmarking where appropriate to help us improve our service to customers. The Corporate systems are in place to support Performance Management. Through presentations, the service planning process and annual performance appraisals, all staff are made fully aware of the Council's aims, service objectives, performance targets, and how individual officers can help to improve services.
- 9.2 Four-monthly progress reports on performance against national and local indicators are presented to Cabinet in August (relating to April - July), December (for April - November), followed by the full-year actual figures by the following June. The four-month reports also detail progress on all Service Plan actions. Individual Service Managers are responsible for monitoring performance on a monthly basis and priority indicators are reported to Management Team and Informal Cabinet monthly. All performance management information including Performance Indicators, key actions and risks are held on a Performance Management Software System (Covalent).
- 9.3 Performance indicators are utilised to track progress on matters relating to the Asset Management plan. The performance indicators currently recorded are detailed below:

PI Code	Short Name
AM04a	Energy usage in KWH at Capswood 1 for gas
AM04b	Energy usage in KWH at Capswood 1 for electricity
AM04c	Energy usage in KWH at Capswood 2 for gas
AM04d	Energy usage in KWH at Capswood 2 for electricity
AM04e	Energy usage in KWH at Farnham Park Golf Course for gas
AM04f	Energy usage in KWH at Farnham Park Golf Course for electricity
AM04g	Energy usage in KWH at Lanes Golf Course for gas
AM04h	Energy usage in KWH at Lanes Golf Course for electricity
AM04i	Energy Usage in KWH at Farnham Park Sports Field for gas
AM04j	Energy usage in KWH at Farnham Park Sports Field for electricity
AM04k	Energy usage in KWH at Stoke Poges Memorial Gardens for gas
AM04l	Energy Usage in KWH at Stoke Poges Memorial Gardens for electricity
AM04n	Energy usage in KWH at Cemeteries for electricity
BV156	Buildings Accessible to People with a Disability

- 9.4 The Director of Resources informs Members regularly as to the progress and performance of the general capital programme and the 3 year capital programme, including a forecast of any future capital receipts and output / outcome targets is detailed in the capital strategy. Specific property reports are presented to the Resources PAG.
- 9.5 Reports are prepared on property matters and considered by Members and these include the options available, how it relates to the corporate objectives / plans, and financial information.
- 9.6 Quarterly monitoring reports on the progress of asset management are submitted to The Corporate Management Team. These will include progress against the action plan contained within this report at Appendix F and on progress of specific property projects.
- 9.7 The Head of Environment and his team maintain all the Council's properties via annual maintenance budgets and these are reviewed annually during the budget process. There is also a planned maintenance programme and a capital programme to fund major items of expenditure - this is also reviewed and re-prioritised on an annual basis as part of the annual budget process.
- 9.8 As mentioned in Section 5 an officer working group has been set up to keep a strategic overview on the asset management process and to ensure that effective option appraisal is taking place when considering new projects and reviewing use of existing property. The clear linkages to other officer working groups are enabled due to the involvement of Corporate Directors. Items included in option appraisals are:
- Financial matters - can costs be reduced for providing a particular service via property sharing with other organisations, considering freehold / leasehold or lease back arrangements as options? Can rent be improved?
 - Considering maintenance and on-going property costs. For example revenue savings have been made by appealing Non Domestic Rate Valuations.
 - Utilising energy use performance indicator figures to consider how energy use can be reduced in the future. For example by utilising modern control systems in the offices, energy use is minimised.
 - Risk Management - The Council has formalised a Risk Management Strategy, to ensure that risks on general and property matters are considered and understood and where appropriate controls should be introduced.
 - Considering the impact of emerging and new legislation / guidance
 - Gap analysis - Service Plans are produced by each service annually and provide clear information to the Directors to consider possible future changes as to how a service will be provided and the property implications.

10 Procurement

To set out the Council's approach to procurement as it relates to assets.

- 10.1 The procurement of works and services related to asset maintenance or development is undertaken in accordance with the authority's procurement guidelines, and specifically will follow EU tendering requirements where

appropriate. These guidelines are reviewed as part of the authority's procurement strategy.

- 10.2 For construction-related works the Council will be drawing on the recommended good practice.
- 10.3 The scale of the Council's planned capital investment does not make it suited to consider PPP/PFI options.
- 10.4 Information on the Council's procurement processes can be found on its website under "Business Opportunities with the Council"³.

11 Programme, Plan Development and Implementation

To consider the future and upkeep of the Council's assets by maintaining a planned programme, and ensuring its regular review.

- 11.1 Land and property assets are held to support the Council in delivery of its objectives and associated services. Assets must either be used to maximise service benefits or alternatively held for financial/social reasons, in which case they should generate the best possible financial return in consideration of the use. Asset management is considered against the corporate and service objectives, including improvement priorities and sustainability objectives. The AMP is identified as one of the Council's key strategies.
- 11.2 Acquisitions will be considered against the Asset Management Plan's aims and also the Constitution of the Council, specifically the Financial Regulations. Purchases are envisaged in the short and medium term to support The Council's supporting role to Registered Social Landlords, in particular its preferred partners or for a particular community / environmental purpose.
- 11.3 Members agreed that the 2008 Asset Management Plan property should be categorised to assist in plan development. This was a successful approach and significant progress has been made. The priorities have been further amended to reflect the work already carried out since 2008 and to provide an indication of timescales applicable as follows:
- **HIGH PRIORITY** - Property with a high potential to provide significant additional income, capital receipt or operational benefit within the next 3 years.
 - **MEDIUM PRIORITY** - Property with potential to provide additional income, capital receipt or operational benefit within the next 5 years.
 - **LOW PRIORITY** - The remaining property.
- 11.4 The priority of each property in the Council's portfolio is detailed at Appendix E. All the properties categorised as high priority have been reported to Members for their consideration over recent years, together with potential opportunities to maximise revenue / capital return. Careful consideration is given to ensure the best value is produced, for example by obtaining planning consents for redevelopment, the use of 'claw-back' provisions and testing the market. The review of Medium Priority properties has progressed and certain projects are under way. Although the property review process will be an ongoing matter, in light of changing requirements to meet service delivery, substantial progress has been made.

³ http://www.southbucks.gov.uk/business/how_to_do_business_with_the_council/default.aspx

- 11.5 Consideration of course is given to any property if opportunities present themselves or are going to arise. In addition the Council will look at any application from community groups to progress a matter to provide community benefit.
- 11.6 An Internal Audit review into property management took place in July 2007. This concluded that “The control framework for the area under review as currently laid down and operated, provides substantial assurance that the risks material to the achievement of organisational objectives for this area are adequately managed and controlled”. Two recommendations were made and these have been actioned.
- 11.7 The AMP will continue to develop, as new related projects are required as, for example, through working with our partners or a new Council initiative. The attached action plan indicates where further work will take place and the general direction of travel.
- 11.8 In undertaking any review of assets, option appraisal and whole life costing are used to inform decisions on property matters.

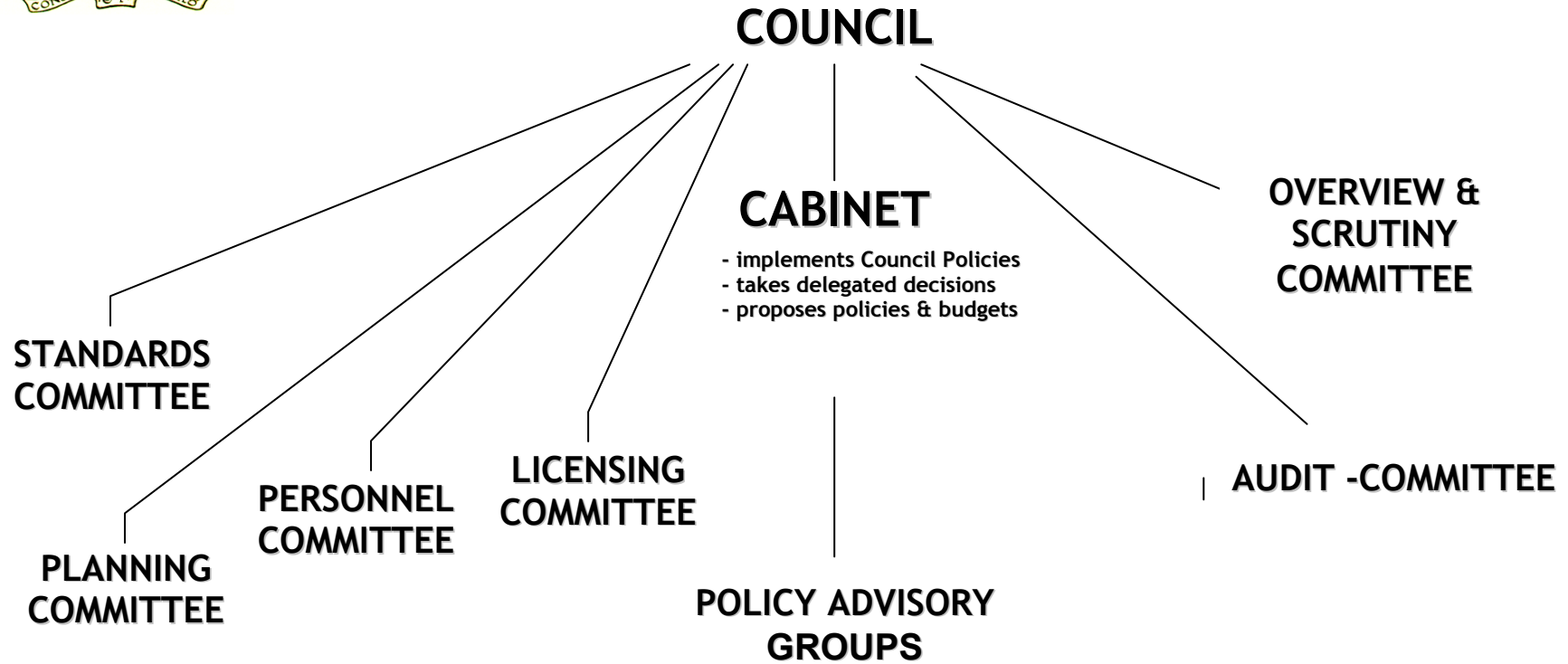
12 Conclusion

- 12.1 The Council’s AMP was considered by Cabinet and Council in February 2012 and it was adopted.
- 12.2 South Bucks District Council’s property assets are relatively small. However, the AMP helps to ensure that the best use is made of the Council’s property.
- 12.3 The Council’s aims and objectives have developed over a number of years through its usual business planning processes. This programme will be increasingly informed by the ongoing service reviews, work on effective Risk Management and cross cutting reviews.

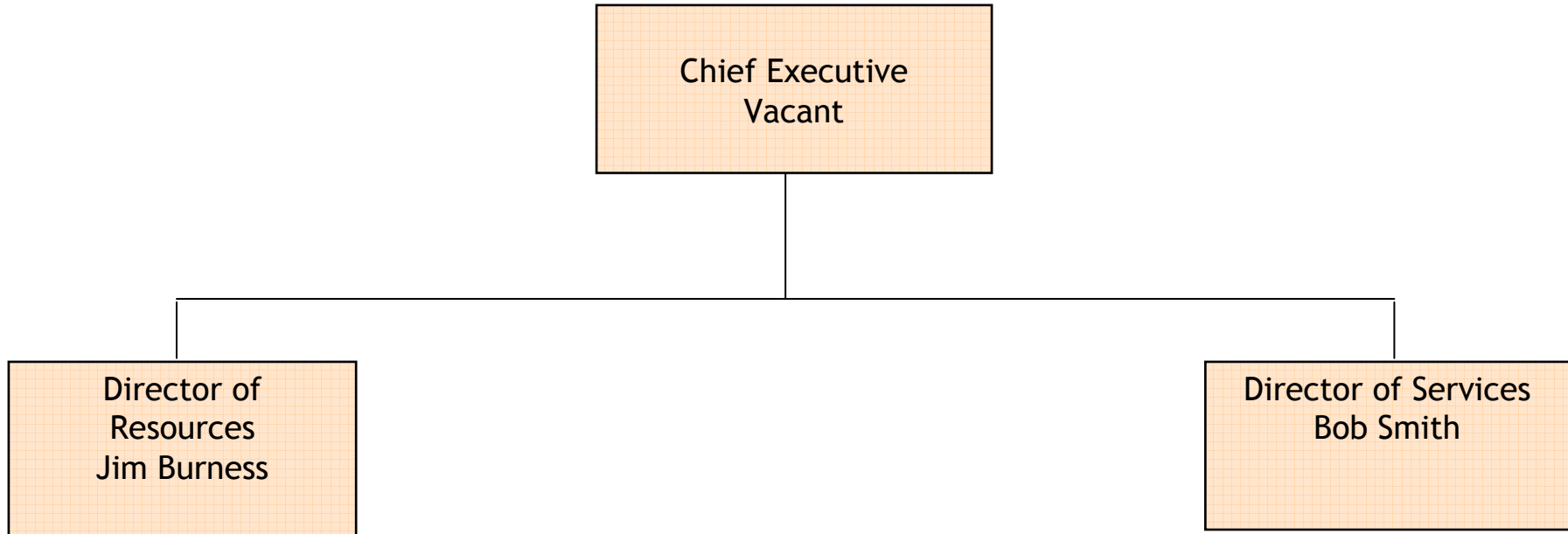
13 Bibliography

- 13.1 The following documents have been considered in the compilation of the Asset Management Plan:
- Local Government Association - climate change commission - mitigate the causes by reducing greenhouse gas emissions and adapting to the effects of climate change.
 - Communities and local Government - Evaluation of Corporate Capital and Asset Planning in Local Authorities - Aiming for better long-term planning, local decision making, working in partnership and better use of assets.
 - Internal Audit report July 2007 - Property Management
 - The Quirk Review of Community management and ownership of public assets - Making assets work

Appendix A: SBDC Political Structure



Appendix B: Corporate Management Team Organisational Chart



Appendix C: Contextual Information

Statistical & Financial Information

1	Gross & net revenue budgets	<p>Gross 2010/11 £29.3 Million</p> <p>Gross 2011/12 £28.8 Million</p> <p>Net 2010/11 £10.3 Million</p> <p>Net 2011/12 £9.5 Million</p>
2	Information on fixed assets & analysis as consolidated balance sheet in final accounts	<p>The Council owns some £15.6 million of Land & Buildings. The Assets are split between Land & Buildings £4million, Buildings Acquired Under Finance Leases £6 million & Investment Properties £5.6million. Further details can be found at Appendix 5.</p>
3	<p>Summary capital programme 3/5 years</p> <p>Sources of capital & disposals</p>	<p>The Council's Capital Programme for the period 2010/11 to 2014/15 estimates a spend of £4.4 million on Capital projects as detailed below:</p> <p>Major Capital Schemes £0.3 million</p> <p>Grants £2.2 million</p> <p>ICT £0.7 million</p> <p>Buildings and ground works £0.7 million</p> <p>Other works £0.5 million</p> <p>This Capital expenditure will be funded as follows: Government & Other Grants £1 million. Capital Receipts £3.4 million. Although some Investment Properties have been identified for possible disposal, these have yet to be finalised.</p>
4	Is the Council likely to take unsupported borrowing following the new capital finance system in 2004.	<p>No, the Council is a debt free authority & wishes to remain so.</p>
5	Brief background on area population etc	<p>South Bucks District Council Serves 62,700 residents and covers an area of approximately 50 sq miles. The main centres of population in our district are Beaconsfield, Burnham, Farnham Common, Gerrards Cross and Iver. The rest of the district is made up of mainly rural areas with a high proportion of green belt at 87%.</p> <p>The Council provides a range of services for our community including:</p> <p>Building Control Planning Refuse, recycling, and cleansing Services Community Safety Environmental Health Housing Advice Housing & Council Tax Benefits Leisure Services</p>

Note - the above information does not include the Farnham Park Trust

Appendix D: Asset Management Officer Working Group

Attendees

Bob Smith - Director of Services and designated Corporate Property Officer - Chair
Chris Marchant - Head of Environment
Jim Burness - Director of Resources
Lynne Reardon - Head of Legal Services
Other officers as required from Leisure, Finance, Planning Policy or IT

Circulation

As above and Peter Beckford - Head of Sustainable Development

Purpose of group

- Assist the Corporate Property Officer in reviewing and progressing effective asset management at a strategic level

Terms of Reference

- Oversee the preparation of the Council's asset management plan and supporting data as required from year to year.
- The Members of the group have been brought together to provide a range of technical skills associated with property management, data collection and GIS and ensure the Asset Management Plan reflects other current and emerging Council's Policies and Strategies. (Bob Smith and Jim Burness are on the corporate management team)
- Oversee the agreed action plan to progress asset management.
- Identify and formulate matters for and comment on reports relating to asset management.
- Ensure that disposals / acquisitions / developments meet the Council's strategic aims and agreed objectives and that firm financial planning, risk management and project management is in place and reported to Members accordingly. - acting as 'key' consultees in report preparation on property matters
- Ensure that effective option appraisal is taking place, including the links to other initiatives such as minimising energy use and property costs, maximising financial returns, the impact of legislation such as The Disability Discrimination Act are considered and gap analysis between current and future provision.
- Consider appropriate consultation with partners and the public and engage relevant stakeholders in relation to property matters.
- Review regular updates on property matters and how individual projects are progressing.
- Specific project management groups will be set up as and when required, to monitor and progress individual projects such as the Bells Hill shopping centre redevelopment or office relocation.

Frequency of meetings

- Quarterly or as required for specific reporting / submission deadlines

Appendix E: Summary of Property Portfolio

Property Ref	Name	Road	Review priority	Operational / Non Operational (O / NO)
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BEACONSFIELD

BE1	Cemetery	Broad Lane	L	O
BE2	Altons car park	Burkes Road	H	O
BE3	Brindley House	Burkes Road	H	NO
BE4	Penncroft Car Park	Burkes Road	L	O
BE10	Red Cross Hut	Garvin Avenue	L	NO
BE11	The Beacon Centre	Holtspur Way	L	O
BE12	Flats 1, 8, 14, 42, 52	Holtspur Way	L	NO
BE14	Woodland	Ledborough Wood	L	NO
BE15	Small strip of land	North Drive	L	NO
BE17	Council Hall & Waitrose	Penn Road	M	NO
BE17	Car park behind Waitrose	Penn Road	M	O
BE22	Cemetery	Shepherds Lane	L	O
BE23	Chiltern Cinema	Station Road	L	NO
BE24	Car park	Warwick Road	L	O
BE25	Toilets & land at rear	Windsor End	L	O
BE26	Scout Hut	Ronald Road	L	NO
BE27	Common Land (not owned by Council)	Old Beaconsfield	L	NO

BURNHAM

BU2	Former Depot	Dropmore Road	M	NO
BU2	Grazing land	Chalk Pit Lane	L	NO
BU3	Neville Court car park	Dropmore Road	L	O
BU4	Small area of land	Dropmore View	L	NO
BU5	Open space with pond lake	Lent Green Lane	L	NO
BU6	Car park	Jennery Lane	L	O
BU6	Toilets	Jennery Lane	L	O
BU8	Stomping Ground	Stomp Road	L	NO
BU9	Open space	The Gore	L	NO
BU10	Open space	The Green	L	NO
BU11	Car park	Summers Road	L	O

DENHAM

DE1	Northmoor Hill Woods	North Orbital Road	L	NO
DE2	Open Space	Oakside	M	NO
DE3	Scout Hut	The Pyghtle	L	NO
DE4	Caravan Site	Tilehouse Lane	L	NO

DE5	4 Shops with flats over	Penn Drive	L	NO
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DORNEY

DO1	Trumpers Field	Meadow Way	L	NO
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FARNHAM COMMON

FC2	Farnham Park Sports Fields	Beaconsfield Road	H	O
FC2	Grazing land	Beaconsfield Road	L	NO
FC8	Former Gravel Pit	Beaconsfield Road	L	NO
FC9	Jubilee Copse	Beaconsfield Road	L	NO
FC10	Small area of land	Hammond End	L	NO
FC11	Ingrams Copse	Langtons Meadow	L	NO
FC12	Car park	The Broadway	M	O
FC12	Toilets	The Broadway	L	O
FC13	Car park & green	Farnham Park Lane	L	NO

FARNHAM ROYAL

FR2	Boundary Copse	Farnham Road	L	NO
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FULMER

FU1	Access road	Allhusen Gardens	L	NOS
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GERRARDS CROSS

GX1	Car park	Bulstrode Way	L	O
GX3	Car park	Packhorse Road	L	O
GX5	Car park	Station Road	M	O

HEDGERLEY

HE1	Parkside Cemetery	Windsor Road	L	O
HE1	Grazing land	Windsor Road	L	NO

IVER

IV1	Store by pumping station	Langley Park Road	L	NO
IV5	Evreham Centre	Swallow Street	L	O
IV6	Surgery	Grange Way	L	NO

IVER HEATH

IH3	4 shops with flats over	St David's Close	M	NO
IH4	The Surgery & car park	Trewarden Avenue	L	NO
IH5	Small area of open space	Trewarden Avenue	L	NO
IH6	Open space	Church Road	L	NO

RICHINGS PARK

RP1	Land at 106 Thorney Mill Road	Thorney Mill Road	L	NO
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SLOUGH

SL1	Strip of land by old offices	Windsor Road	L	NO
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STOKE POGES

SP1	Shopping Centre	Bells Hill Green	L	NO
SP8	Memorial Gardens	Church Lane	L	O
SP9	The Lanes Golf Course	Muddy Lane	L	O
SP10	Farnham Park Golf Course	Park Road	H	O
SP13	Grazing land	Park Road	L	NO
SP14	Woodland	Park Road	L	NO
SP15	Stoke Park Estates	Park Road	M	NO
SP19	Car Park	Rogers Lane	L	O
SP21	Stoke Place Estate	Stoke Green	L	NO
SP25	Wexham Street Stores	Tubwell Road	M	NO

WEXHAM & TAPLOW

WEX 1	Wexham street stores	Wexham Street	L	NO
TA1	Former Council Depot	Bath Road	H	O
TA2	Boatyard Premises	Mill Lane	M	NO
TA3	Green and half Barn	Rectory Road	L	NO
TA4	Land at The Priory	Rectory Road	L	NO
TA9	Rowing Club	River Road	L	NO
TA11	Open space	River Road	L	NO

NOTES

- 1 - Property Priorities - High (H), Medium (M) & Low (L)
- 2 - Properties with the same reference are in the same parcel of land
- 3 - Gross internal floor space of buildings where the council has a repairing responsibility
- 4 - Condition Category for (4) above A - Good, B - Satisfactory, C - Poor, D - Bad.

Appendix F: Action Plan

No	Action	11/12	12/13	13/14	14/15	15/16	Comments	Position as of January 2011
1	Progress project at Farnham Park Playing Fields	➔	➔				Increase public use of site and increase financial sustainability	On going and reporting to PAG
2	Bring to a conclusion Farnham Park Golf Clubhouse project	➔	➔	➔			Still subject to Member approval	
3	Continue to investigate provision of accommodation for other partners such as Highways, police Housing or Voluntary Sector	➔	➔	➔	➔	➔		
4	Support Sustainability aims	➔	➔	➔	➔	➔	Assist with progressing this area of work subject to funding being agreed	On going
5	Continue to hold Asset Management officers meetings quarterly or as and when required.	➔	➔	➔	➔	➔		On going and taking place
6	Carry out maintenance Inspections on Denham Green Lane twice a year	➔	➔	➔	➔	➔		Taking place twice a year
7	Continue with ongoing repair and maintenance of property, including capital plan for planned maintenance/new works.	➔	➔	➔	➔	➔		Ongoing - planned maintenance program and capital minor improvement works
8	Continue to meet 'secured by design' standards for pay and display car parks.	➔	➔	➔	➔	➔		On going
9	Keep Asset Register up to date.	➔	➔	➔	➔	➔	Work with Legal Services to keep update.	To be updated during Jan / Feb 2011 and re-issued.
10	Carry on work on 'high priority' property, including reporting to Members on the subsequent schemes if appropriate. These include depot sites.	➔						High property matters being progressed and reported to members as required

No	Action	11/12	12/13	13/14	14/15	15/16	Comments	Position as of January 2011
11	Progress work on 'medium priority' property, including reporting to Members on the subsequent schemes if appropriate.	➔	➔					On going
12	Progress work on 'low priority' property, including reporting to Members as opportunities arise.	➔	➔	➔	➔	➔		On going
13	Carry out maintenance inspections of property and record actions taken	➔	➔	➔	➔	➔		For operational property
14	Prepare new 10 year planned maintenance programme	➔	➔					
15	Monitor Performance Indicators	➔	➔	➔	➔	➔		On-going
16	Document all rent reviews on relevant file	➔	➔	➔	➔	➔	From audit report on property management:	
17	Carry out all rent review on time and keep rent review spreadsheet up to date. Diarise all bring forward dates.	➔	➔	➔	➔	➔		
18	Develop brief Council open spaces management plan	➔						
19	Introduce new byelaws in new standard form for all Council open space	➔	➔					Dependant upon new model byelaws being published from DCMS
20	Register title of land when opportunity arises and aim to have all title registered by 2015.	➔	➔	➔	➔	➔		Dependant upon legal resource
21	Report property matters to MT or members as opportunities arise with the aim to maximise benefit from all transactions.	➔	➔	➔	➔	➔		
22	Investigate car parking provision and income generation potential	➔	➔					
23	Monitor localism in regard to property assets	➔	➔	➔	➔	➔		

