

ASSET MANAGEMENT PLAN 2019-2022

Foreword

I was appointed as Executive Member for Transformation and Finance in 2015. My portfolio includes the strategic management of the Council's operational and commercial property assets across the Borough.

Throughout my career in industry I have witnessed the important strategic role effective management of property assets has in shaping the delivery and success of a business, and this too is even more important in local government, where the local authority owns and manages a significant asset base serving the residents of the Borough.

At this time of even greater pressure on the Council's finances, the Council is carrying out a series of transformational projects to ensure the Council can deliver its services in the most efficient way, during a period of reducing budgets for local governments. The strategic management of the Council's assets is a key component driving efficiencies, providing both capital receipts and income generation. The work of the Council's professional officers is to support the objectives of the Executive as set out in the Council Plan 2015-19.

Councillor Peter Heydon
Executive Member for Transformation and Finance
February 2019



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Introduction

The Asset Management Plan [AMP] sets out the Council's approach to the Strategic Management of its land and building assets. It has been developed in consultation with Senior Officers and Members of the Council. The AMP seeks to ensure that assets are used in the most effective and efficient way to support the delivery of the Council's Plan.

This plan sets out the overarching framework and objectives of Bracknell Forest Council in its management of its property assets. The Council continues to operate in a financially prudent manner to deliver its statutory and frontline services for its residents and the management of its assets are a core component of its financial support and delivery, aligned to the Council Plan 2015-2019.

The Council's Plan 2015-19 has the following key objectives aligned with its narratives:

- Value for money
- A strong resilient economy
- People have the life skills and education opportunities they need to thrive
- People live active and healthy life styles
- A clean, green, growing and sustainable place
- Strong, safe supportive and self-reliant communities

Central government has identified the value of local authority assets. They should not only contribute directly to the financial budgets of authorities but they should also be a key driver in the delivery of more environmental and sustainable objectives in saving energy and promoting less waste. The plan has been drawn up in accordance good estate management principles and with reference to the guidelines prepared by the RICS and CIPFA.

This Council, through its financial prudence and strategic asset management, will continue to deliver and meet these objectives and support the Council's objectives. The Asset Management Plan is endorsed by the Council's Executive Member for Transformation and Finance. In summary the Council's asset strategy:

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

The AMP builds on the success of the last plan. We were very successful in achieving many of the objectives in the last plan including the time for change project for Time Square and the delivery of a Town Centre fit for the 21st Century. New objectives form the focus of the new plan and have been developed in consultation with all the Council's directorates including a presentation to DMTs with feedback forms sent out to each.

The plan sets out 25 key objectives which have been developed in consultation with the operational services to achieve the desired property outcomes for the next 3 years. Following the recent restructuring of the Council, the format of the plan highlights the current property issues and priorities for the People and Delivery Directorates in addition to the three central Directorates.

Executive Summary

The plan sets out a number of key objectives for each of the Council's directorates which will enable a number of guiding principles to be achieved, including the following:

- 1 Maximising the potential of operational land and buildings.
- 2 Disposing of surplus operational land unless strategically important.
- 3 Supporting the strategic development of Bracknell town centre, including the possibility of a joint venture.
- 4 Maintaining a mixed commercial portfolio both historic and new.
- 5 Working with individual services to facilitate projects to improve service delivery.

Financial Context

The Chartered Institute of Public Finance and Accountancy's (CIPFA) Prudential Code requires local authorities to produce a Capital Strategy to demonstrate that capital expenditure and investment decisions are taken in line with service objectives and take account of stewardship, value for money, prudence, sustainability and affordability.

The Capital Strategy is a key document for the Council and forms part of the authority's integrated revenue and capital budget and balance sheet planning. It provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services. It also provides an overview of how associated risk is managed and the implications for future financial sustainability. It includes an overview of the governance processes for approval and monitoring of capital expenditure.

The Council's property assets are a very important resource for the Council and therefore the aims of the asset management plan need to be aligned to the aims of the Council's Capital Strategy.

The capital programme is the authority's plan of capital works for future years, including details on the funding of the schemes. Included are the projects such as the purchase of land and buildings, the construction of new buildings, design fees and the acquisition of vehicles and major items of equipment. Also included, if relevant, are commercial investments. A detailed description of the Council's approach to ensuring that its land and property assets best serve day to day service requirements is set out in the Corporate Asset Management Plan, which is a key supporting document of the Capital Strategy.

1.0 KEY PRINCIPLES IN MANAGING ASSETS

1.1 The following key principles have been followed in shaping the asset management strategy and objectives:

- That Assets held are fit for the required purpose and in the right location to deliver the authority's services.
- That the estate is maintained to a reasonable standard through delivery of a planned maintenance programme.
- That underutilised and surplus assets are given consideration for maximising benefit to the Council including options for obtaining best consideration for disposal or letting out or for re-use for service delivery.
- That the Council operates a corporate landlord model.
- That property open to the public are fully accessible and comply with health and safety regulations.
- That housing delivery is supported enabling the provision of affordable houses and addressing the problem of Homelessness.
- That assets are used as enablers for multi-agency service delivery.
- That there is a robust system for the continual review of council assets.
- That the commercial estate is managed for maximum income generation.
- That place planning is used to support community cohesion.
- That running costs are minimised and a low-carbon economy is supported.

2.0 PORTFOLIO OVERVIEW

2.1 Bracknell Forest Council holds a wide and varied portfolio of Property and Building Assets comprising non-residential properties and areas of open space with a net book value of circa £588m.

The Council's portfolio can be split into four main types of property:

1. Operational: For the purpose of direct service delivery, such as parks & open spaces and leisure centres.
2. Office Accommodation: To support service delivery, for example administrative offices and depots.
3. Non-operational: Tenanted non-residential property. This part of the portfolio is varied and includes the commercial portfolio and the investment portfolio.
4. Residential Property.

2.2 A full list of all of the main assets is included in appendix 6. Minor assets which are considered as having de-minimus value, such as small areas of open space or garages are not included.

3.0 DIRECTORATE OBJECTIVES

- 3.1 Property assets are linked to the delivery, vision and priorities of the organisation. The way that the Council manages its land and property assets has a direct impact on the quality of services delivered to the public along with shaping the built landscape of a community. It is therefore important that efficient and effective use is made of these assets to support corporate and service objectives.

3.2 Delivery

Property Services

- 3.2.1 The Council owns a balanced portfolio of over 200 local shops, industrial units, business units and other miscellaneous property. The overall aim for the portfolio is to maximise income, which not only means enhancing the rent from individual properties but, also taking advantage of other income generation opportunities. These can include: revenues from advertising companies to erect hoardings or from telecoms companies to site masts. In addition to holding commercial properties for income generation the Property Services team also seeks to keep a balance of uses on the neighbourhood parades and across the portfolio.
- 3.2.2 For the last 3 years the occupancy of the local commercial property portfolio has been maintained at over 98%. The total current income for the commercial portfolio is over £3.5m.
- 3.2.3 In 2016 the Executive and Council agreed to seek opportunities for commercial acquisitions as part of its Commercial Property Investment Strategy. A target of £3m net additional income was set and up to £90m of capital funding made available. The Council has now succeeded in purchasing a very well balanced portfolio of offices, warehousing and a retail park which will provide a significant long term income stream. £86m has been spent on the purchase of 6 properties, which generate a total gross income of around £4.5m pa, with the net income (after borrowing costs) achieving the target of £3.0m.

Objective 1 - *To provide value for money from the commercial and industrial property portfolio maximising income and minimising voids.*

Objective 2 - *To manage the investment portfolio using the principles of good estate management including a programme of inspections and a robust system for rent collection.*

Objective 3 - *The Executive Committee: Property to carry out 6 monthly reviews of the investment portfolio, obtaining market reports and recommending proposed changes such as asset disposals, re-negotiating lease terms and new acquisitions.*

Property Investment, Lincoln



Property Investment, Southampton



Contract Services

- 3.2.4 The main assets for Contract services comprise facilities at Downmill Road, and the Commercial Centre in addition to the leased out recreational facilities. The Commercial Centre is now in a very poor state of repair and work is currently continuing on looking at options for providing depot facilities which are fit for purpose and meet future requirements.
- 3.2.5 Management of the 3 main recreational facilities, Coral Reef, Bracknell Leisure Centre and the Downshire Golf Complex transferred to a leisure management company, Everyone Active, on 1 March 2018 on a 5 year contracted out lease.

Objective 4 - *To carry out a feasibility of the commercial centre and provide a solution to maximise the benefit of existing property assets whilst ensuring that depot facilities are developed to enable an efficient and value for money contract services.*

Objective 5 - *To work in partnership with Everyone Active to promote improvement schemes and to monitor the contracted-out leisure service against the key performance indicators and standards set out within the contract.*

Customer Experience

- 3.2.6 Time Square has been very successfully refurbished and adapted for agile working enabling the reduction of town centre offices from three to one. Now that the offices are in full use and with the recent change of directorate structures it is an appropriate time to review the occupation of space and the building environment & facilities.
- 3.2.7 The Head of Recreation manages the two retained leisure facilities, The Look out and Horseshoe Lake, in addition to the Crematorium. A new state of the art chapel was opened at the Crematorium in September 2018.
- 3.2.8 In Spring 2019 the remaining elements of the library transformation review will be implemented with a newly relocated library opening in Harmans Water.

Objective 6 - *To carry out a review of space utilisation of Time space to identify any issues with the building facilities, ensure that working relationships are being optimised and the efficient use of the accommodation is maximised.*

The Downshire Golf Complex



3.3 Place, Planning & Regeneration

Parks and Countryside

- 3.3.1 The Parks and Countryside [P&C] service manage over 6500ha of space in the Borough, including major parks such as historic Lily Hill Park and the new Jennett's Park Country Park. Over the last 2 years there has been significant work on the proposed transfer of non-strategic BFC land to alternative management by the Parish and Town Councils. As part of the recent P&C transformation review the provision of a new country park was proposed and the feasibility is now well advanced.

Objective 7 - To finalise the feasibility study for Horseshoe Lake and dependent on viability, to deliver the project for a new country park.

Objective 8 - To finalise the transfer of areas of open space and play areas to Parish and Town Councils.

Regeneration

- 3.3.2 The redevelopment of the town centre was a key objective for the 2015-2018 Asset Management Plan. The new town centre opened in 2017 with circa 1m sq ft of retail and leisure floor space. The Council still holds a number of key central assets including Easthampstead House, the former Magistrates Court and land at Market Street. The future development of these sites can have a significant impact on the town centre housing and employment space as part of the final stages of the regeneration.

Objective 9 - To use our assets, knowledge, skills and expertise to support the continuing regeneration of Bracknell Town Centre, working with Bracknell Regeneration Partnership & other partners and to explore the possibility of developing a joint venture arrangement.

Artist impression of Horseshoe Lake Country Park



3.4 People

Adult Social Care

- 3.4.1 Adult social care faces significant challenges in providing cost effective services to older persons and to adults with physical disabilities, learning disabilities, or physical or mental illnesses. Property can have a vital role in providing residential and day facilities to these different client groups. There are currently feasibilities being carried out at Heathlands, Bridgewell and The Lodge to assess their suitability for a residential dementia scheme, an LD scheme and a residential scheme for people with special needs. A requirement has also been identified for a community hub which would be available for people with learning difficulties as well as the wider community.

Objective 10 - To provide strategic property advice and to utilise existing assets in bringing forward key schemes to enable the delivery of Adult Social Care services.

Children's Social Care

- 3.4.2 Facilities for Children's Social Care are situated in three locations all near to the town centre. 76 Binfield Road, which is occupied by the Youth Offending Service has been identified as a property that may have potentially high maintenance costs in the future and should form part of a property review. Larchwood is a facility in Portman Close which is used for children's respite accommodation and has been identified as requiring expansion.

Objective 11 - To provide strategic property advice and to utilise existing assets in bringing forward key schemes to enable the delivery of Adult and Children Social Care services.

Heathlands Residential Care Home



The Bridgewell Centre



Housing and Homelessness

- 3.4.3 The Homeless Reduction Act came into force on the 3rd April 2018, requiring the Council to work with customers who are potentially homeless and developing personal housing plans to help prevent homelessness. Over the last 3 years 46 houses have been purchased which are being used to help manage the level of homelessness. In addition to this the Council uses private sector leasing and bed and breakfast to provide temporary accommodation for single homeless households.
- 3.4.4 The Council works closely with registered providers and endeavours to maximise the opportunities for affordable housing in the Borough. Being located in the South East of England where property prices are very high, there are significant challenges in finding ways of providing sufficient quality low cost and affordable housing to meet the local need.

Objective 12 - *To actively manage the stock of temporary accommodation to provide the right balance of purchased housing, Private Sector Leasing and bed and breakfast to support the reduction of homelessness.*

Objective 13 - *Through the use of Council assets and the Local Development Plan to secure Affordable housing within Bracknell Forest. Encourage development of the delivery of housing supply through mixed use development schemes.*

Early Intervention, Early Help & Communities

- 3.4.5 The authority owns a total of 4 Children's Centres across the Borough and 4 Youth Centre. A feasibility is currently being carried out for the provision of a youth facility in the town centre which will meet the demand of the borough for the future.

Objective 14 - *To finalise the feasibility for a new town centre youth facility.*

Clement House



Education

- 3.4.6 There is a statutory requirement for all local authorities to produce an asset management plan for their community schools. For 2018-2019 the plan has been produced on a single page which is set out below, with an additional appendix 9 setting out the expenditure required relating to the prioritised repaired works for the coming year. This plan sets out an overview of school sufficiency and summarises the needs for investment and how the authority priorities work.
- 3.4.7 Over the last 3 years, 2 secondary schools and 4 Primary schools have been transferred to Academy Status. The National Audit office produced data this year setting out that nearly 7000 schools had been converted to academies up to Jan 2018 with 72% of secondary schools and 27% of primary schools being academies. Bracknell forest is well below the national average.
- 3.4.8 Early this year Blue Mountain Village school was built and opened under Kings Academy and Kings Academy Oakwood is currently under construction.

Objective 15 - *To align property decisions with education strategic objectives and outcomes set out in the Council's local development plan, environmental and local economic development strategies. In particular, this work will focus on managing the supply of school places across the Borough.*

Objective 16 - *To provide new schools which is value for money as required to meet pupil place needs in future years and to ensure the smooth transfer of new and existing schools to academy status.*

3.4.9 **Asset Management Plan for Schools 2018 - 2022**

- 1 Statutory Requirement:** Section 251 guidance states that preparation and review of an Asset Management Plan for community schools is a local authority statutory duty.
- 2 Scope:** There are 26 community schools in Bracknell Forest.
- 3 School Sufficiency:** There is currently a surplus of school places across the Borough. Existing school capacity is derived from Net Capacity Assessments, and demand for any new school places is derived from forecasts in the annual School places Plan (SPP). The forecasts take into account demographics and new house building. Kings Academy Oakwood is the only (1FE primary) school currently in construction, but the Council is considering the future requirement for up to three more primary schools in the future, subject to demand for school places in future years. A summary of existing school suitability is set out by school on the table attached as appendix 8.
- 4 Capital Expenditure:** The AMP only considers capital investment in sites and buildings, based on the de-minimis level for capital expenditure set by Bracknell Forest Council of £2,000. Items costing less than £2,000 are classified as revenue expenditure and do not fall within the scope of the AMP.
- 5 Identified Need for Investment:** The Council undertakes building surveys for Suitability by benchmarking existing school buildings against current DfE building design guides for new schools BB102 and BB03 Condition. Separate surveys are also undertaken to identify physical Access and Condition works. All the above information is held as data on an Asset Management database

which is web-hosted and is accessible to schools via a Service Level Agreement. Total identified need can be summarised as follows:

- **Condition:** There is £45.3m of condition work in schools, of which £1.7.1m is priority 1. Schools contribute 10% of the cost of planned maintenance works undertaken by the Council up to a maximum ceiling of 75% of the school's annual Devolved Formula Capital grant allocation.
 - **Suitability:** There are only six priority 1 items for Suitability in schools, following a sustained programme of targeted suitability works in previous years.
 - **Access:** There is £2.4m of Access work in schools of which £0.38m is priority1. The highest priority for funding is however compliance works required for individual disabled children, young people and adults.
- 6 Prioritisation:** Prioritisation for capital investment is derived from the strategic themes in the Council Plan, from the building surveys themselves, from works that will prevent significant disruption or school closures, and also any works required to meet statutory obligations.
- 7 Capital Programme:** Each year the Council approves the Education Council Capital Programme including consideration of bids for capital works from schools. Individual capital projects are then implemented in schools, with the majority of works taking place over the summer holiday period.
- 8 Surplus accommodation:** Where surplus space is created in school buildings e.g. following a reduction in admission numbers, the potential is assessed for alternative use by the local authority, for community use, or by external organisations, subject to the proposed use being compatible with the operation of a school site. Safeguarding considerations apply in considering utilisation of surplus accommodation on school sites.
- 9 School Site and Floor Plans:** The Council maintains CAD drawings of community school sites and buildings which are periodically updated following completion of significant building works on site. The plans provide the frame of reference for the building surveys, and schools also use them to plan the use of rooms, the allocation of space and the management of their sites and buildings.

Artist Impression: Kings Academy



Garth Hill College



3.5 Organisational Development, Transformation & HR

Community development

- 3.5.1 One of the key community development objectives in the Borough is to work in partnership with voluntary organisations and to support our communities by empowering them to control and assist in the management of local assets. The Council is working closely with Parish and Town Councils on the proposed transfer of new and existing community facilities to come under their management.
- 3.5.2 With rapidly changing demographic diversity in the Borough the authority has a place shaping role in enabling groups to have a location for their community activities and the use of Council assets is an important element of this.
- 3.5.3 Property has had a significant impact on the transformation programme over the last 3 years through the provision of accommodation for teams, looking at alternative uses for assets and identifying properties which could be disposed of for a capital receipt such as residential property used for staff occupation.

Objective 17 - *To provide support and strategic property advice across the Council for all Transformation Programme and specific projects which are likely to have some property related matters affecting achievement of their intended outcomes. .*

Objective 18 - *To agree transfer of new community facilities at Blue Mountain, Warfield and Crowthorne to the respective Parish Councils*

Objective 19 - *To assess any future proposals for new community centres on an individual basis having regard to the community needs of the area and service needs for the Council.*

Objective 20 - *To take on an enabling role in supporting different groups in establishing a community identity, whilst ensuring that the Council obtains best value for its assets.*

Jennett's Park Community Centre



Bullbrook Community Centre



4.0 GOVERNANCE AND DECISION MAKING

- 4.1 The Asset Management Board is the main governing board for delivering the asset management plan and takes on the role of corporate landlord. It is chaired by the Director of Delivery and is attended by senior officers representing service directorates. The group meets five times per annum with formal agendas and minutes.
- 4.2 The AMB has the role of Corporate Landlord for the authority.
- 4.3 The Group's Terms of Reference are set out below:
1. To consider how the Council's assets can align with the Council's priorities to deliver services.
 2. To be the strategic management board and work with key partners (e.g. through the 'One Public Estate' and the 'Integrated Care System' (ICS) and Local Enterprise Partnership (LEP)).
 3. To make strategic recommendations to Corporate Management Team and the Executive on the purchase, disposals, re-use and maintenance of BFC property to support the Council Plan and ensure optimal use of all property assets across the Council, in accordance with the approved Asset Management Plan.
 4. To oversee appropriate governance of all property matters relating to Bracknell Forest Council property assets.
 5. To direct and oversee the work of the Asset Management Working Group.
 6. To monitor the property aspects of the Council's Capital Programme and evaluate submissions for future programmes.
 7. To be the primary property advisory board across the authority driving efficient space utilisation and cost (of occupancy) management.
 8. To ensure all property is compliant with relevant legislation.
 9. To review and evaluate/prioritise requests for additional property accommodation, proposals for the re-utilisation of existing property space and the disposal/redevelopment of surplus property, across the Council.
 10. To maximise income generation where appropriate

Corporate Landlord

- 4.4 The concept of a Corporate Landlord is that the ownership of an asset and the responsibility for its management and maintenance is a centralised function. In the past, all capital repair works and all surplus properties are centralised decisions and came under the overview of the AMB. Widening the corporate landlord role now means that the AMB is responsible for making decisions on the change of use of accommodation and options for space which is under-utilised. It is also proposed that the repair and maintenance of all Council property comes under one centralised budget.

Objective 21 - To centralise and co-ordinate property decisions at a corporate level through the Asset Management Board, taking on the role as Corporate landlord for the authority and ensuring that capital spending and investment is prioritised and monitored in accordance with the approved capital programme.

Objective 22 - To carry out feasibility exercise for the centralisation of all repair budgets in consultation with service teams.

5.0 ASSET MANAGEMENT WORKING GROUP

- 5.1 The Strategic property group is responsible for reviewing property and for finding property solutions which lead to capital receipts from disposals, improved service delivery, financial savings and income generation.
- 5.2 The key aims are:
1. To undertake “task and finish” projects relating to property assets as directed by the Asset Management Board (AMB).
 2. To report to the AMB and provide options and recommendations in relation to specific asset management work.
 3. To identify opportunities for the optimal use of Bracknell Forest Council properties within the Council or in partnership with external partnerships and the third sector such as One Public Estate, Integrated Care System or Parish and Town Councils and Community Groups.
 4. As instructed by the AMB, identified members of the AMWG to represent the Council on specific partnership work streams relating to asset management.
- 5.3 Regular updates on projects which are at the feasibility stage will be reported to the Asset Management Board.

6.0 MAINTENANCE AND MANAGEMENT

- 6.1 The Council holds core data on each asset including details of location, construction and other physical characteristics. Corporate Property, (Construction & Maintenance section), inspects key buildings and high risk properties annually, other essential service buildings every three years and non-essential buildings every five years.
- 6.2 This results in a priority list of repairs and maintenance which forms the basis of the maintenance programme for the following financial year. Whilst all urgent repairs are dealt with as a priority and as soon as practical, lack of financial resources makes any significant reductions in the schedule of less urgent repairs and maintenance very difficult. Whilst this is a concern it should be noted that major incidents of building component failure have been negligible in the last five years.
- 6.3 Corporate Property provides advice on all statutory building management obligations (including health & safety requirements such as asbestos and water testing) across the portfolio.
- 6.4 The Council employs an Energy Manager who advises on Energy efficiency matters. Duties include:
- Ensuring the Council complies with the current Building Energy Performance Directive Legislation
 - Management of all gas, electricity, and fuel oil supplies across all Council buildings and schools

Objective 23 - *To ensure that property and facilities management principles and standards are adopted to ensure building efficiency, improved service performance and value for money, in a satisfactory condition, safe, accessible for people with disabilities and which comply with relevant statutory requirements and financial reporting requirements*

7.0 PARTNERSHIPS

- 7.1 A One Public Estate Partnership has been formed to develop plans to drive better value from this collective asset base in order to add value, deliver new housing, job creation through economic growth, to transform service delivery and to secure efficiency across the Public Estate – truly, to deliver better for less. The Berkshire Property Partnership was established in 2016, a partnership of six local authorities, the NHS, Police and Fire services and the LEP. The group meet on a regular basis once a month to work collaboratively on projects appropriate to the area which deliver enhanced opportunities through joint working arrangements.
- 7.2 At its heart, the programme is about getting more from collective assets - whether that's catalysing major service transformation such as health and social care integration and benefits reform; unlocking land for new homes and commercial space; or creating new opportunities to save on running costs or generate income. 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.
- 7.3 The Council is working with the Police to ensure that the built environment and new development is sensitive to crime reduction priorities. This is particularly important in the new Bracknell Town Centre development.
- 7.4 Bracknell forest is an active member of Thames Valley Berkshire LEP. The Council works alongside businesses and other unitary authorities in Berkshire to bring about sustainable economic growth of the Thames Valley Berkshire [TVB] sub-region through the implementation of a Strategic Economic Plan.
- 7.5 Bracknell Forest is part of the Frimley Health and Care Sustainability and Transformation Partnership [STP] which is currently developing into an Integrated Care System. The Council is represented on the STP Estates Strategy Group by the Assistant Director: Property where the use of assets can be considered in assisting to deliver the priorities of the constituent organisations.
- 7.6 The Borough Council continues to work closely with the Town Council and Parish Council's in the borough; on the management and provision of public W.C.'s, play areas and public open space. Bracknell Forest Council will continue to engage with public, private and voluntary, community and faith sector partners to deliver services which are value for money and to use property resources efficiently.
- 7.7 The Council set up in 2015 a company which it wholly owns, Downshire Homes Ltd [DHL]. DHL has been provided with loan finance by the Council with an obligation to procure residential property. As a condition of the loan finance the Council has nomination rights over the properties. A total of 46 houses have now been purchased and DHL is responsible for the management, maintenance and long term investment in the properties.
- 7.8 The Council has worked closely with a number of Registered Providers [RP] on the provision of new affordable housing schemes in the Borough. Recent transactions with RPs include Downside and Amber House.

Appendices

- **A1 – Definitions used in Asset Management**
- **A2 – Property Asset Register**
- **A3 – Summary of Capital Programme Report to Executive for 2018-21**
- **A4 – Property Maintenance Priority Grade Definitions**
- **A5 – Property Condition Survey Summary 2018**
- **A6 – List of Main Assets**
- **A7 – List of Objectives**
- **A8 – Summary of School Suitability Need**
- **A9 – Summary of School Condition Need**

DEFINITIONS USED IN ASSET MANAGEMENT

ASSET

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

SUFFICIENCY

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

SUITABILITY (FITNESS FOR PURPOSE)

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

CONDITION

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

ACCESS

- Accessibility of sites and accommodation by disabled people.

HEALTH & SAFETY

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

VALUE FOR MONEY

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

PROPERTY ASSET REGISTER AS AT 01/04/2018

	Number of Properties/Leases	Valuation £	Note
DIRECT SERVICE PROPERTY			
Community Schools	22	220,834,190	
Voluntary Aided Schools Playing Fields	3	3,083,290	#1
Voluntary Controlled Schools	4	6,828,447	
Pupil Referral Units	1	1,559,967	
Other Education Properties	2	10,159,010	
Education Children's Centres	3	1,928,618	
Easthampstead Park Conference Centre and Education Centre	1	7,203,038	
Libraries	9	6,800,647	
Housing for Homeless Families	46	12,345,829	
Other Housing	22	1,940,066	
Residential Home and Day Centre	9	8,953,015	
Other Adult Social Care Properties	3	1,271,978	
Easthampstead Park Cemetery and Crematorium	1	10,781,963	
Property Associated with Cem & Crem	1	325,000	
Youth Centres and Youth/Community Centres	7	6,698,078	
SUB TOTAL		300,713,136	
OTHER SERVICE PROPERTY (LAND AND BUILDINGS)			
Council Offices	4	15,531,326	
Caretakers Accommodation	5	1,075,489	
Public Conveniences	3	262,500	
Depots and Waste Sites	6	15,912,902	
SUB TOTAL		32,782,217	
HIGHWAYS INFRASTRUCTURE			
Roads	-	46,105,031	

	Number of Properties/Leases	Valuation £	Note
Traffic Management	-	1,716,522	
Bridges	-	10,945,854	
Street Furniture, Lighting, Fixtures and Fittings	-	4,625,444	
Footpaths, Cycleways & Other Infrastructure	-	3,378,200	
SUB TOTAL		66,771,051	
COMMUNITY ASSETS			
Leisure Amenities	5	52,767,217	
Properties Associated with Leisure Amenities	6	1,855,549	
Scouts, Guides, Cubs & other Cty Assocs	10	De Minimus	
Community Centres	12	13,562,035	
Other Community Properties	1	124,615	
Other Leisure Properties	3	3,042,272	
SUB TOTAL		71,351,688	
OTHER LAND & BUILDINGS			
Car Parks	10	8,153,037	
Service Yard E	1	De Minimus	
SUB TOTAL		8,153,037	
INVESTMENT (COMMERCIAL) PROPERTY			
Longshot Lane Industrial Estate (<i>Units and Open Storage Areas</i>)	50	423,938	(leased)
Retail Park	2	28,912,742	#2
South Hill Park Land	1	0	
Public Houses	7	1,463,613	
Commercial Leisure Property	1	295,455	
Other Commercial Property	2	95,260	
SUB TOTAL		31,191,008	

	Number of Properties/Leases	Valuation £	Note
SURPLUS ASSETS AND ASSETS HELD FOR SALE			
Surplus Property Sites	3	3,649,265	#3
SUB TOTAL		3,649,265	
OTHER NON-OPERATIONAL ASSETS			
Bus Station Units	4	De Minimus	
Bus Station	1	4,394,224	
SUB TOTAL		4,394,224	
COMMERCIAL PROPERTY HELD FOR COMMUNITY AND ECONOMIC DEVELOPMENT PURPOSES			
Shops on Housing Estates	85	9,906,200	
Freehold Interest in Blocks of Flats over Shops	7	De Minimus	
Freehold Interest in Leasehold Flats	29	De Minimus	
Associated Residential with Shops	15	750,000	
Dentists	2	199,090	
Business Units	35	16,622,620	#2
Office Units	3	40,386,450	#2
Miscellaneous	4	1,141,301	
SUB TOTAL		69,005,661	
GRAND TOTAL		588,011,287	

#1 *VA schools are not in the Council's accounts as the assets are not owned by BFC, except for three VA playing fields.*

#2 *Includes the Commercial Property assets acquired under the investment strategy.*

#3 *Includes one asset that has been subsequently sold during 2018/19.*

All valuations are reported here at gross cost except Highways Infrastructure which is not subject to revaluation and is currently reported at depreciated historic cost.

SUMMARY OF CAPITAL PROGRAMME REPORT TO EXECUTIVE FOR 2018-2021

	2018/19 £000	2019/20 £000	2020/21 £000	TOTAL £000
Committed	1,540	735	735	3,010
Unavoidable	0	0	0	0
Maintenance	1,125	0	0	1,125
Rolling Programme	2,941	8,158	388	11,487
Council Funding	5,606	8,893	1,123	15,622
Commercial Property	30,000	0	0	30,000
Civic Centre Accommodation	2,135	70	0	2,205
Binfield Learning Village	3,000	0	0	3,000
Total Council Funding	40,741	8,963	1,123	50,827
Total External Funding	17,480	8,685	1,475	27,640
Total Capital Programme	58,221	17,648	2,598	78,467

CAPITAL PROGRAMME - ALL DEPARTMENTS

	2018/19 £000	2019/20 £000	2020/21 £000	TOTAL £000
ASCH	8,973	10,000	0	18,973
CYPL	8,134	750	250	9,134
Resources	2,135	70	0	2,205
Council Wide	32,313	363	388	33,064
ECC	6,666	6,465	1,960	15,091
Total Capital Programme	58,221	17,648	2,598	78,467
External Funding	17,480	8,685	1,475	27,640
Council Funding	40,741	8,963	1,123	50,827

PROPERTY MAINTENANCE PRIORITY GRADE DEFINITIONS

The condition of each building element assessed during a condition survey is classified according to one of the following grades:

Grade A – Good. Performing as intended and operating efficiently.

Grade B – Satisfactory. Performing as intended but exhibiting minor deterioration.

Grade C – Poor. Exhibiting major defects and/or not operating as intended.

Grade D – Bad. Life expired and/or serious risk of imminent failure.

Priorities are allocated according to the seriousness of the condition revealed and the urgency associated with any breaches of legislation.

Priority 1 – Urgent work that will prevent immediate closure of premises and/or address an immediate high risk to the health and safety of occupants and/or remedy a serious breach of legislation.

Priority 2 – Essential work required within two years that will prevent serious deterioration of the fabric or services and/or address a medium risk to the health and safety of occupants and/or remedy a less serious breach of legislation.

Priority 3 – Desirable work required within three to five years that will prevent deterioration of the fabric or services and/or address a low risk to the health and safety of occupants and/or remedy a minor breach of legislation.

Priority 4 – Long term work required outside the five year planning period* that will prevent deterioration of the fabric or services.

Taken together, these grades and priorities form a matrix where 1D represents an issue requiring urgent attention and A4 describes an element that will not require attention before the next condition survey.

*All properties are surveyed every five years.

Property Condition Survey Summary

Current Data - December 2018

Adult Social Care & Health	Children, Young People & Learning (excluding schools)	Corporate Services (inc. Commercial Estate)	Environment, Culture & Communities	Total - Corporate Properties Only	Schools	Total - Whole Estate
(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)

Priority 1 Urgent	D	Bad	83	81	880	129		508	
	C	Poor	99	111	812	617		331	
	Sub-total		183	192	1,691	746	2,812	839	3,651
	B	Satisfactory	35	3	6	2		0	
	A	Good	1	0	0	7		0	

Total Priority 1 Works	218	194	1,698	755	2,865	840	3,705
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Priority 2 Essential	D	Bad	24	143	174	849		844	
	C	Poor	409	699	3,191	3,456		7,536	
	Sub-total		433	842	3,364	4,305	8,944	8,380	17,324
	B	Satisfactory	41	47	1,394	157		1,033	
	A	Good	0	0	0	0		58	

Total Priority 2 Works	474	888	4,759	4,463	10,583	9,471	20,054
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Priority 3 Desirable	D	Bad	0	0	0	0		16
	C	Poor	24	595	1,036	4,282		8,065
	B	Satisfactory	666	1,313	2,482	3,866		8,686
	A	Good	1	0	4	6		6

Total Priority 3 Works	690	1,908	3,522	8,154	14,275	16,774	31,049
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Priority 4 Long term	D	Bad	0	0	0	0		2
	C	Poor	0	21	2	17		645
	B	Satisfactory	831	1,791	2,299	3,731		14,204
	A	Good	0	46	153	425		304

Total Priority 4 Works	831	1,857	2,454	4,174	9,316	15,154	24,470
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Grand Totals	2,214	4,848	12,432	17,546	37,040	42,238	79,278
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Non-operational Property – Property Services

Commercial Property

Liscombe (101-123) workshop units
 Market Street (11-21) workshop units
 Forest Park (1-8) business units
 Longshot Lane (1-42, 51) industrial park
 Longshot Lane Open Storage Area
 4a 5a Wildridings
 12 Bywood Dentist
 50A Ripplesmere Dentist
 Waterside Park
 Bagshot Road Open Storage

Commercial Property Investments

Lincoln
 Northampton
 Redditch
 Sheffield
 Stowmarket
 Southampton

Retail Park

[Peel Centre](#)

Commercial Leisure

Archery Club
 Binfield Football Club
 Bracknell Rugby Club
 Harmans Water Swimming Pool
 Racquets Health Club
 Former Drama Club (proposed youth facility)

Shops

1A Broad Lane
 32 Reeds Hill
 Bus Station Units (1,2,3)
 1 Bywood
 Crown Row (5,6,14)
 Bullbrook Row (1-7)
 Liscombe (94-99)
 Warren Row (1-6)
 Yeovil Road (25-39 odd no.s)
 Priestwood Square (1-10)
 Harmans Water Square (1-13)
 Rectory Row (1-12, 10A, 11A, 12A)
 Wildridings Square (1-14, 10A)
 Great Hollands Square (1-17), 1A)

Council Support Lettings

New Hope, Market Street
 The Ark, Market Street
 Age Concern, Forest Park
 Breakthrough, Rectory Row
 Owlsmoor Nursery

Public Houses

[Admiral Cunningham](#)
[Cannie Man](#)
[Golden Farmer](#)
[Newtown Pippin](#)
[Running Horse](#)
[The Crown Wood](#)
[William Twigg](#)

Town & Parish Councils

[Long leases of land and buildings](#)

Vacant Property

Easthampstead House site
 Winkfield Manor
 Market Street (former Bus Depot site)
 Blue Mountain Club House



[Long lease out](#)
[Lease out](#)
[Lease in](#)

Operational Property – Delivery Directorate

Car Parks and Toilets

Albert Road car park
Car park 2 High Street
Car park 4 Braccan Walk
Emmanuel Church car park (Priestwood)

Heath Hill Road car park
New Road car park
Wellington Business car park
Napier Road car park
Liscombe WC
Napier Road WC
The Avenue car park

Cemeteries and Graveyards

Cemetery and Crematorium
St Michaels Cemetery Easthampstead
(management only)

Offices

Time Square

Environmental Management Sites

Council Central Depot
Salt barn, Downmill Road
London Road – former landfill site
(Berkshire shared liabilities)
Longshot Lane CAS / Transfer station

Libraries

Binfield Library
Birch Hill Library
Bracknell Central Library
Crowthorne Library
Great Hollands Library
Harmans Water Library
North Ascot Library
Sandhurst Library
Whitegrove Library

Community Centred (DODT & HR)

Birch Hill Community Centre
Bullbrook Community Centre
Crown Wood Community Centre
Easthampstead & Wildridings Community Centre
Farley Wood Community Centre
Forest Park Community Centre
Great Hollands Community Centre
Hanworth Community Centre
Martins Heron Community Centre
North Ascot Community Centre
Owlsmoor Community Centre
Priestwood Community Centre

Operational Leisure Facilities

Downshire Golf Course
Bracknell Sports & Leisure Centre
Coral Reef
Horseshoe Lake
The Look Out

Miscellaneous

South Hill Park
Ceremony Room (at South Hill Park)



Long lease out
Lease out
Lease in

Operational Property – People Directorate

Schools

Ascot Heath Infant school
Ascot Heath Junior school
Birch Hill Primary school
College Town Primary school
Cranbourne Primary school
Easthampstead Park school
Fox Hill Primary school
Garth Hill school & Wick Hill Annexe
& The Rise Eastern Road SEN
Harmans Water Primary school
Holly Spring Infant school
Holly Spring Junior school
Kennel Lane school (Special School)
Meadow Vale School
New Scotland Hill Primary school
Owlsmoor Primary school
Sandhurst school
Sandy Lane Primary school
The Pines school
Uplands Primary school
Whitegrove Primary school
Wildridings Primary school
Wooden Hill Primary school
College Hall PRU

Education Facilities - other

Open Learning Centre
Easthampstead Park Education Centre

Residential and Day Facilities

Bracknell Family Centre, Wick Hill Cottage
7 Portman Close
Larchwood, 10/10A Portman Close
Waymead Respite Care & Day Services
Bracknell Youth Offending Service (76
Binfield Road)
Travellers Site, Pinewood

Youth and Children's Centres

North Ascot Youth Club
Whitegrove Youth Centre
The Zone Youth Centre
Priestwood Children's Centre
Oaks & Hollies Children's Centre
Willows & Maples Children's Centre
Alders & Chestnuts Children's Centre
Rowans & Sycamores Children's Centre
Coopers Hill Youth & Community Centre

Vacant Property

Heathlands Care Home
Bridgewell Centre



Long lease out
Lease out
Lease in

Residential Property

Non-operational (Property Services)

Flats over Shops

Harmans Water Square	18
Liscombe	12
Priestwood Square	8
Rectory Row	20
Warren Row	6
Yeovil Road	8

Total **72**

Tenancies

Fernbank Road	1
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Vacant Properties

Mendelev	
Bigwood Lodge	
2 Downshire Cottages	
15 Conningsby	
1 Greenfinch	
4 Peacock Cottages	

Staff Accommodation

Rangers	2
Caretakers	12
Leisure	2
Cem & Crem	1

Downshire Homes Ltd

House & Flats	46
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Council Owned Properties for Service Delivery **50**

Leased in Properties **34**

Bed and Breakfast (not owned) **26**

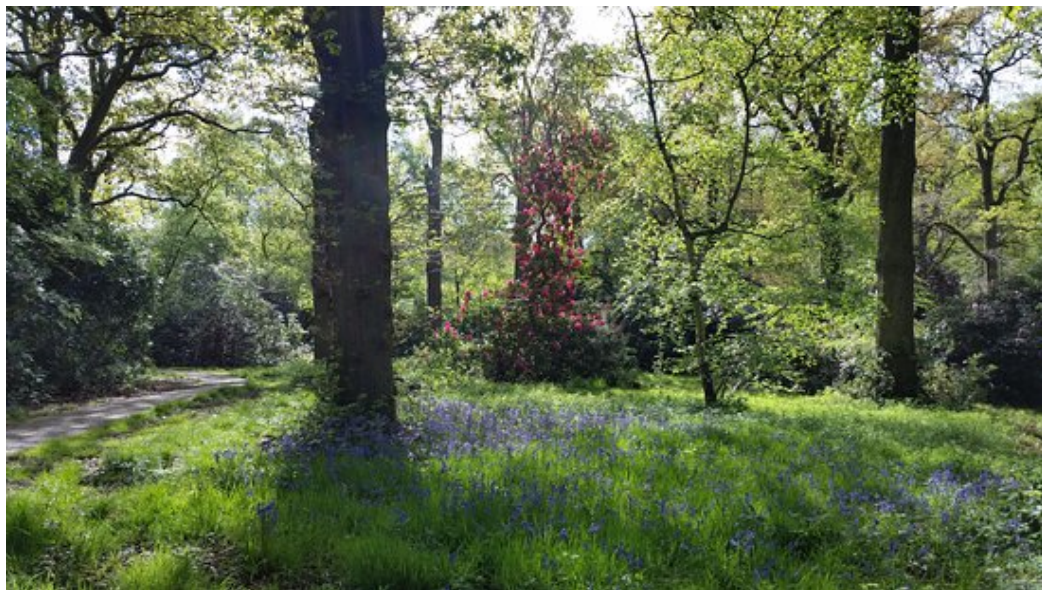
Director: Place, Planning and Regeneration

Major Sites

Ambarrow Court
Bill Hill Ancient Monument
Bluebell Hill
Edmund's Green Lane
Englemere Pond
Farley Copse
Greenway
Horseshoe Lake
Larks Hill
Lily Hill Park
Peacock Meadows
Piggy Wood
Pope's Meadow
Riverside Park
Savernake Park
Shepherds Meadow
Snaprails Park
The Three Copses
Westmorland Park
Whitegrove Copse
Wildmoor Heath
Wykery Copse

Play Areas 27

Natural Estate 650 hectares



Asset Management Plan 2019-2022 – List of Objectives

Objective 1 - *To provide value for money from the commercial and industrial property portfolio maximising income and minimising voids.*

Objective 2 - *To manage the investment portfolio using the principles of good estate management including a programme of inspections and a robust system for rent collection.*

Objective 3 - *The Executive Committee: Property to carry out 6 monthly reviews of the investment portfolio, obtaining market reports and recommending proposed changes such as asset disposals, re-negotiating lease terms and new acquisitions.*

Objective 4 - *To carry out a feasibility study of the Commercial Centre and provide a solution to maximise the benefit of existing property assets whilst ensuring that depot facilities are developed to enable an efficient and value for money contract services.*

Objective 5 - *To working in partnership with Everyone Active to promote improvement schemes and to monitor the contracted-out leisure service against the key performance indicators and standards set out within the contract.*

Objective 6 - *To carry out a review of space utilisation of Time space to identify any issues with the building facilities, ensure that working relationships are being optimised and the efficient use of the accommodation is maximised.*

Objective 7 - *To finalise the feasibility study for Horseshoe Lake Activity Centre and dependent on viability, to deliver the project for a new country park.*

Objective 8 - *To finalise the transfer of areas of open space and play areas to Parish and Town Council's.*

Objective 9 - *To use our assets, knowledge, skills and expertise to support the continuing enhancement of Bracknell Town Centre, working with our partners.*

Objective 10 - *To provide strategic property advice and to utilise existing assets in bringing forward key schemes to enable the delivery of Adult Social Care services including the delivery of Heathlands.*

Objective 11 - *To provide strategic property advice and to utilise existing assets in bringing forward key schemes to enable the delivery of Adult and Children Social Care services.*

Objective 12 - *To actively manage the stock of temporary accommodation to provide the right balance of purchased housing, Private Sector Leasing and bed & breakfast to support the reduction of homelessness.*

Objective 13 - *Through the use of Council assets and the Local Development Plan to secure high quality low cost housing within Bracknell Forest. Encourage development of the delivery of housing supply through mixed use development schemes.*

Objective 14 - To Finalise feasibility for a new town centre youth facility.

Objective 15 - To align property decisions with education strategic objectives and outcomes set out in the Council's local development plan, environmental and local economic development strategies. In particular, this work will focus on managing the supply of school places across the Borough.

Objective 16 - To provide new schools which are value for money and will meet the needs in future years and to ensure that the smooth transfer of new and existing schools to academy status.

Objective 17 - To provide support and strategic property advice across the Council for all the Transformation Group and sub-groups which are likely to have some property related matters affecting the decision processes from the work arising out of the Transformation Group.

Objective 18 - To transfer the new community facilities, Blue Mountain, Warfield and Crowthorne to the respective Parish Council's.

Objective 19 - To assess any future proposals for new community centres on an individual basis having regard to the community needs of the area and service needs for the Council.

Objective 20 - To take on an enabling role in supporting different groups in establishing a community identity, whilst ensuring that the Council obtains best value for its assets.

Objective 21 - To centralise and co-ordinate property decisions at a corporate level through the Asset Management Group, taking on the role as Corporate landlord for the authority and ensuring that capital spending and investment is prioritised and monitored in accordance with the approved capital programme.

Objective 22 - To carry out feasibility exercise for the centralisation of all repair budgets in consultation with service teams.

Objective 23 - To ensure that property and facilities management principles and standards are adopted to ensure building efficiency, improved service performance and value for money, in a satisfactory condition, safe, accessible for people with disabilities and which comply with relevant statutory requirements and financial reporting requirements.

Summary of School Suitability Need

School	Suitability Items				H&S Items		
	Priority A	Priority B	Priority C	Priority D	High	Medium	Low
Ascot Heath CE Junior	0	1	3	5	0	0	1
Ascot Heath Infant	0	6	7	0	0	0	4
Birch Hill Primary	0	5	1	4	0	0	1
College Hall PRU	1	5	3	4	0	0	2
College Town Infant	1	7	4	1	0	0	2
College Town Junior	0	2	1	1	0	0	0
Cranbourne Primary	0	1	3	0	0	0	1
Crowthorne CE Primary	0	3	6	2	0	0	0
Easthampstead Park	0	10	3	4	0	0	0
Fox Hill Primary	0	2	2	0	0	0	0
Garth Hill College	0	2	2	1	0	1	0
Harmans Water Primary	0	6	6	0	0	0	4
Holly Spring Infant	0	2	13	0	0	0	1
Holly Spring Junior	1	0	2	0	0	1	0
Kennel Lane	2	29	26	9	1	1	2
Meadow Vale Primary	0	1	4	0	0	0	0
New Scotland Hill Primary	0	2	2	1	0	1	1
Owlsmoor Primary	0	1	4	0	0	0	1
The Pines Primary	0	2	2	0	0	0	2
Sandhurst	0	41	6	3	0	1	0
Sandy Lane Primary	0	12	0	1	0	2	5
Uplands Primary	0	1	5	2	0	0	0
Warfield Primary	0	2	4	1	0	0	1
Whitegrove Primary	0	6	5	0	0	0	4
Wildridings Primary	0	4	0	0	0	0	1
Winkfield St Marys CE Primary	0	2	6	0	0	0	1
Wooden Hill Primary	1	2	2	0	0	0	0
Total:	6	157	122	39	1	7	34

Summary of School Condition Need

School	Priority 1	Priority 2	Priority 3	Priority 4	Total
Sandhurst	£497,268	£2,684,590	£1,525,516	£2,053,790	£6,761,164
College Town Junior	£313,369	£164,182	£193,655	£24,175	£695,381
Cranbourne Primary	£270,084	£366,191	£606,351	£22,968	£1,265,594
Wooden Hill Primary	£157,049	£654,982	£103,834	£520,488	£1,436,353
Easthampstead Park	£78,438	£1,838,816	£5,282,075	£2,778,367	£9,977,696
Wildridings Primary	£74,981	£345,652	£500,620	£211,049	£1,132,302
Harmans Water Primary	£69,669	£152,649	£1,025,134	£131,216	£1,378,668
Crowthorne CE Primary	£63,499	£277,999	£172,626	£1,106,242	£1,620,366
Meadow Vale Primary	£41,384	£939,038	£452,183	£618,741	£2,051,346
Owlsmoor Primary	£22,924	£247,950	£425,924	£259,894	£956,692
Pines (The) Primary	£20,238	£503,235	£229,558	£873,651	£1,626,682
New Scotland Hill Primary	£13,761	£84,954	£305,711	£410,225	£814,651
Ascot Heath CE Junior	£10,066	£272,260	£534,547	£318,549	£1,135,422
College Hall PRU	£9,582	£41,438	£517,124	£68,622	£636,766
Winkfield St Marys CE Primary	£8,739	£65,032	£341,795	£127,973	£543,539
Holly Spring Junior	£7,830	£55,566	£335,606	£175,489	£574,491
Sandy Lane Primary	£6,675	£188,504	£1,381,277	£296,356	£1,872,812
College Town Infant	£4,200	£66,833	£138,146	£233,876	£443,055
Ascot Heath Infant	£2,239	£22,707	£431,241	£187,355	£643,542
Fox Hill Primary	£1,719	£124,786	£220,084	£588,648	£935,237
Uplands Primary	£1,203	£44,951	£220,780	£509,967	£776,901
Garth Hill College	£1,064	£18,390	£41,490	£1,364,159	£1,425,103
Holly Spring Infant	£939	£168,564	£189,241	£499,797	£858,541
Kennel Lane Special	£717	£423,066	£1,218,071	£978,917	£2,620,771
Birch Hill Primary	£671	£105,823	£1,086,263	£411,884	£1,604,641
Whitegrove Primary	£516	£32,880	£316,014	£269,377	£618,787
Warfield Primary	£0	£441,020	£132,669	£298,291	£871,980
Total:	£1,678,824	£10,332,058	£17,927,535	£15,340,066	£45,278,483

Key:

- Priority 1: Urgent, Immediate this year or next year
- Priority 2: Essential, within two years
- Priority 3: Desirable, within three years
- Priority 4: Long Term, five years plus