



# Asset Management Strategy (2025-2030)

Bracknell Forest Council







**Bucklers Park Hub**



# Foreword

As the Cabinet Member for Economy and Regeneration I am delighted to introduce Bracknell Forest Council's Asset Management Strategy (AMS). The strategy allows our residents, elected members, and staff to see our approach to asset management and ensures property decisions are taken in the context of other corporate strategies, which respond to the needs of our residents.

The council continues to provide excellent cost-effective services despite the ongoing financial pressures, and we have taken a proactive approach in becoming more self-sufficient. Property assets often hold significant value in both financial terms and to the locality as a whole and they are therefore instrumental in driving economic and environmental priorities as well as income and efficiencies and community based aims.

There is now more than ever, a need to stimulate growth, generate income in innovative ways and operate a robust asset management framework to support the delivery of the objectives that have been detailed in the council plan, responding to residents, businesses and the wider legislative context in how the whole council delivers its services.



Cllr Paul Bidwell  
**Cabinet Member for Economy and Regeneration**



Binfield Health and Community Centre



# Contents

1. Executive summary .....	6
2. The purpose of the strategy and key drivers.....	8
3. Our asset management aim .....	13
4. Our asset management principles.....	14
5. Our asset management priorities .....	17
6. Our asset portfolio.....	23
7. Next steps .....	33
8. Appendix 1 - Operational plan for maintenance .....	34
9. Appendix 2 - Corporate landlord model implementation plan ..	36
10. Appendix 3 - Asset list .....	38



# 1. Executive summary

- 1.1. This strategy outlines our approach to ensuring optimal performance of Bracknell Forest Council's (the council's) assets\* over the next five years (2025-2030).
- 1.2. The strategy aligns assets with the council's objectives, to ensure we put residents first and add financial, social, and community value, while supporting the council's priorities.
- 1.3. Our aim is 'effective and efficient management of property assets that meet the council's priorities, enable decarbonisation and regeneration, support financial resilience and empower healthy, sustainable communities.'
- 1.4. This aim is underpinned by several asset management principles
  - 1.4.1. Supporting the council's Net Zero 2030 target
  - 1.4.2. Enabling engaged & healthy communities
  - 1.4.3. Using assets to stimulate and support regeneration and inward investment
  - 1.4.4. Safe, compliant and efficient use of assets
  - 1.4.5. Optimising financial return from our assets and balancing this with other strategic priorities
- 1.5. We have identified the **asset management priorities** to support delivery of our aims
  - 1.5.1. **Asset management planning** – managing and maintaining our assets throughout the asset life cycle to ensure they remain safe and fit for purpose and, where appropriate, maximise financial return.
  - 1.5.2. **Asset management policies** – ensuring a transparent and consistent approach to managing our assets to support the council's priorities including maximising the financial return from our assets.
  - 1.5.3. **Property team development** – ensuring we provide opportunities for our staff to progress and grow, helping us to expand upon and retain knowledge and experience within the council.
  - 1.5.4. **Data and systems** – continual improvement of our internal processes, seeking to improve efficiencies and better reporting, which will enable better decision making.





Bucklers Park Hub

**1.5.5. Strategic projects and programmes** – ensuring adequate resource and clear governance is in place for significant asset related programmes and build upon the success of the regeneration of the town and surrounding areas, bringing forward key land and buildings for development where we are able to do so.

**1.5.6. Governance and monitoring** Through strong governance we can ensure integrated decision making. Our assets have been classified into several related groups, which will help us to target our resources and make decisions appropriately.

\*NB reference to assets means property assets



## 2. The purpose of the strategy and key drivers

### 2.1. Purpose of the strategy

2.1.1. This strategy aims to align assets with the council's objectives, to ensure we put residents first and add financial, social, and community value, while supporting the council's priorities of:

- 'engaged and healthy communities,'
- a 'thriving and connected economy,' and
- a 'green and sustainable environment.'

**Figure 1 – The council's priorities**



2.1.2. The strategy sets out the overarching framework and objectives of Bracknell Forest Council (BFC) in the management of its assets over the next five years. The practical delivery detail will be set out in **Asset Management Plans (AMPs)**, governed by this strategy and reviewed annually.

2.1.3. It has been developed in consultation with internal stakeholders and considers national drivers and issues, the legacy impact of the Covid pandemic on businesses and working practices, and the global economic outlook.





The Forest Cafe in Time Square



Binfield Health and Community Centre

## 2.2. Delivery and improvement

2.2.1. This strategy document builds on the objectives set out in previous strategy documents and AMPs, and on the successful delivery of key projects which include:

- Construction of a new depot to provide a safe, efficient facility which will meet the needs of the council for the future.
- Refurbishment of Time Square making the building more cost effective and providing the accommodation required for the workforce as part of a more flexible workplace model.
- Implementation of the initial phase of a corporate landlord model, centralising repair and maintenance budgets for a number of assets.
- The construction of Heathlands Care Home, Bridgewell, Sandhurst School Specialist Resource provision, Binfield Heath and Community Centre, and Bracknell Town Centre Health Hub.

## 2.3. National drivers and policy

2.3.1. This AMS reflects national policy and drivers as well as legislative and professional standards. The PESTLE analysis (Figure 2 below) sets out some key examples.

**Figure 2 - National context PESTLE analysis**

Political	Economic	Social	Technology	Legal	Environmental
Labour Government policies and focus on health, education and housing	Increasing costs of services and materials, skills shortages and the impact on businesses of global events such as the pandemic and economic downturn	Cost of living crisis creating more demands on services; changing demographics-rising population and demand for housing. SEND demand. Impact of behaviour change on retail, office and industrial space demand	Systems and data for reporting artificial intelligence. Remote working reducing demand for office space and increasing demand for data centres	The Local Government Act 2000. The Leasehold and Freehold Reform Act 2024. The Energy Act 2023. Minimum Energy Efficiency Standards	Carbon reduction targets; Green energy; Biodiversity Net Gain Suitable Alternative Natural Greenspace (SANG) requirements



## 2.4. Local drivers

2.4.1. The borough has local issues and drivers for change which shape the council's priorities (Figure 1), and the key trends are summarised below.

- Demographic trends: Population increasing, younger than UK average**  
 Bracknell Forest has a population of 124,608, reflecting a 10% increase over the past decade. According to projections from the Office for National Statistics (ONS), the population is expected to rise to 127,623 by the year 2030, indicating an overall increase of approximately 3,000 residents. Residents aged 65 and older make up 15% of the population, lower than the national average of 18%. There are 27,846 children under 18, making up 22% of the population. Women have an average of 1.7 children, slightly higher than England's 1.6 average. Birth rates increased post-pandemic. Approximately 13.1% of pupils have special educational needs, matching national and South East averages.
- Green environment trends: High tree coverage, lower CO2 emissions**  
 Although the borough is urban, 35% of it is covered by trees and woodland, the second highest in England. This contributes to a lower-than-average rate of CO2 emissions per person for the Southeast and England. The council is committed to reducing these emissions further.
- Urban environment trends: Aging infrastructure**  
 Bracknell, located at the centre of the borough, is a former new town with many buildings and infrastructure assets constructed between 1950 and 1970. These assets are now experiencing degradation at a similar pace due to their age. Consequently, Bracknell's asset portfolio needs to be adjusted and improved to continue supporting the needs of its residents.
- Economic trends: Weakening productivity (GDP), risks of large employers leaving the area**  
 Recent challenges have affected both local and national economies. These include the COVID-19 pandemic, EU exit (Brexit), and the invasion of Ukraine. In the past 3 years, our local economy has shown resilience but has also shown several important weaknesses. The Economic Strategy aims to improve resilience, including start-up survival rates and growing businesses within certain sectors such as ICT, science, technology, film and TV.

2.4.2. Ensuring alignment with existing and emerging council strategies, such as the Climate Change Strategy and Economic Strategy, has been a prerequisite in developing the AMS (some of these are shown in Figure 3).



## 2.5. Financial context

2.5.1. The council's property portfolio enables delivery of essential services and contributes to revenue income to help support them.

2.5.2. The AMS is aligned with the council's Capital Strategy and capital programme, which directs the authority's plan for capital expenditure in future years. This includes the purchase of land and buildings, the construction of new buildings and the contingent design fees, fixtures, fittings and equipment.

2.5.3. Surplus assets can be sold to generate capital receipts to fund this and can also be used to fund transformation such as the council's current Safety Valve school development programme for Special Educational Needs and Disabilities (SEND). The flexible use of receipts is a key part of this approach.

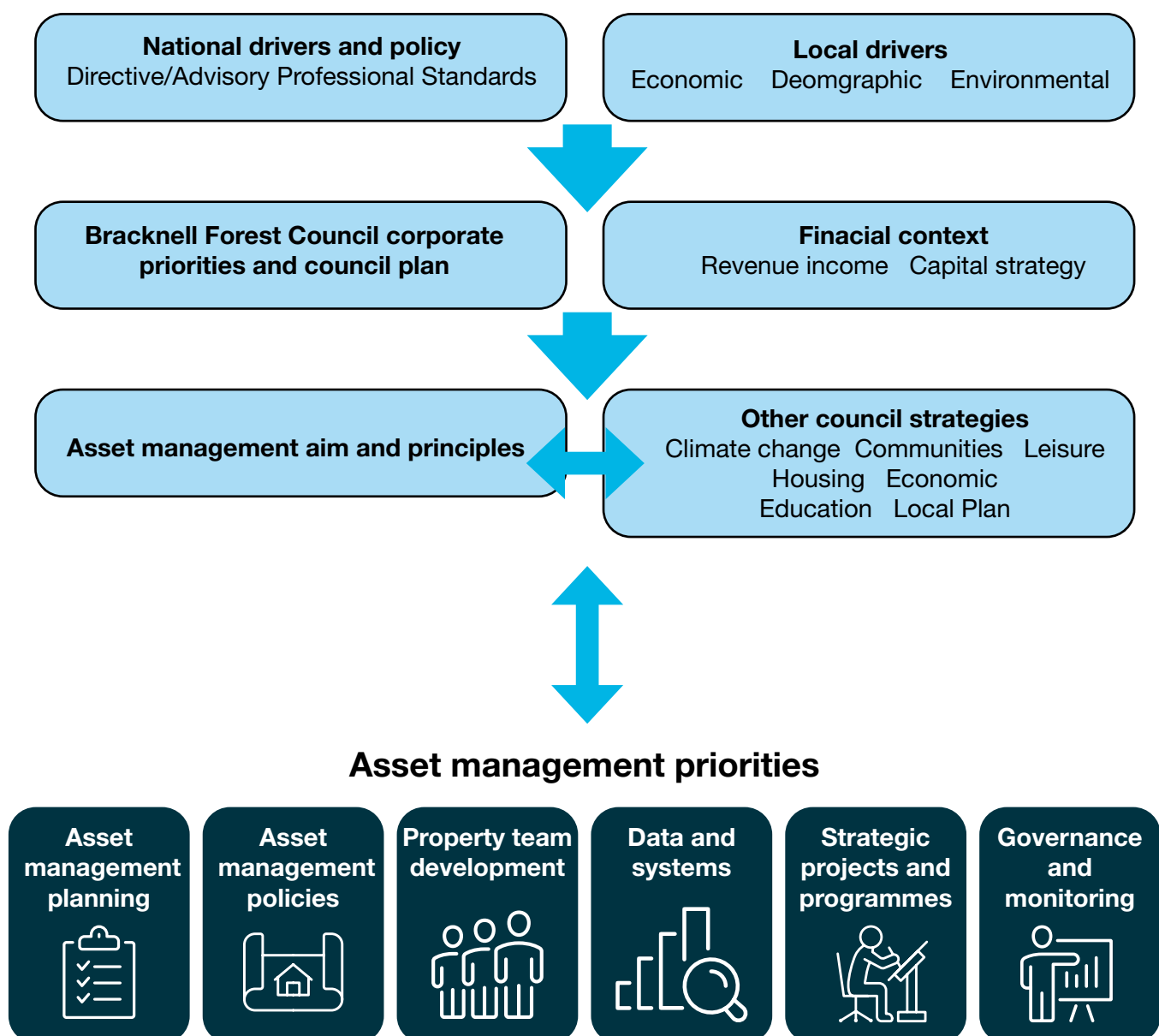
2.5.4. The AMS, therefore, reflects the council's reliance on its assets for financial resilience. This is balanced with management of key assets that can contribute to delivery of council priorities as identified in our 'Council Plan' (see figure 1).



# 3. Our asset management aim

3.1. Effective and efficient management of property assets that meet the council's priorities, enable decarbonisation and regeneration, support financial resilience, and empower healthy, sustainable communities.

**Figure 3 - Asset management context**



## 4. Our asset management principles

4.1. With increasing demands on our assets, a consistent approach has been applied, with clear asset management principles to reflect best practice and statutory responsibilities. Our actions complement the council's overall values and behaviours, supporting delivery of the council's priorities. These principles will inform how we plan, prioritise, and deliver asset decisions.

### 4.1.1. Supporting the council's Net Zero 2030 target (Green and sustainable environment)

- Ensuring buildings are sustainable in design, construction, operation, and maintenance.
- Decarbonisation and climate resilience considered at every stage, shaping our decisions at all points of the asset lifecycle.
- Investigating and implementing new renewable energy initiatives (e.g. electric vehicle [EV] charging hubs, solar or photo voltaic [PV] installations at vacant sites and on existing assets) via a dedicated asset decarbonisation working group.
- Developing a programme of investment to ensure compliance with Minimum Energy Efficiency Standards (MEES).



### 4.1.2. Assets enabling engaged & healthy communities (Engaged and healthy communities)

- Assets are used as enablers for service delivery, to meet housing needs (particularly affordable housing), improved quality of our public realm and supporting community led initiatives for improved social value outcomes. This approach aligns with our emerging communities strategy and makes community resilience a strategic asset outcome.
- We will make our assets work for our communities through:
  - Delivery of new affordable housing on surplus land, such as Binfield Road
  - Developing community hubs and looking at our neighbourhood parades for opportunities to diversify use and ensure vibrancy
  - Facilitating social care, for example the delivery of Bridgewell supported living
  - Supporting delivery of new SEND Schools
  - Partnership working with Frimley Integrated Care Board (ICB) to deliver a new health facility in Bracknell town centre





#### 4.1.3. Using assets to stimulate and support regeneration and inward investment (Thriving and connected economy)

- We will manage assets to support the council's long-term vision and economic development by:
  - Driving forward development of key strategic sites in the town centre
  - Supporting initiatives such as the Bracknell Business Improvement District (BID) by investing in our assets in this area
  - Delivery of specific asset related projects to intervene in response to market failure
  - Successfully bidding for One Public Estate (OPE) funding to enable release of brownfield land at the redundant High Street car park
  - Creation and maintenance of commercial space that supports key employment sectors, specifically at Longshott Lane industrial estate



#### 4.1.4. Optimising financial return from our assets and balancing this with other strategic priorities (Ambitious, resilient and sustainable organisation)

- Our estate is managed as a corporate resource for the benefit of Bracknell Forest residents in order to support long-term financial sustainability through:
  - Identification and disposal of surplus or underused property
  - Working collaboratively with our services and partners, promoting and increasing co-location and joint service delivery for example our joint venture partnership to develop town centre sites such as at Market Street
  - Fully embedding a corporate landlord approach to meet a BFC target operating model
  - Holding budget responsibility for compliance and lifecycle planning centrally
  - Allocating accommodation for service delivery based on service need
  - Consistency of approach to maintenance and building performance standards
  - Transferring assets to partners where they are better placed to manage and maximise use for the benefit of the community (e.g. Buckler's Park community hub (Age Concern) and Warfield community hub (Warfield Parish Council))
  - Improving financial resilience with effective performance management of our 'out of borough investment' assets





Binfield Library

#### 4.1.5. Safe, compliant and efficient use of assets

- All property decisions are underpinned by safety, accessibility and statutory compliance.
- Our corporate landlord approach ensures consistent oversight of compliance obligations (e.g. fire, asbestos, legionella) and statutory inspections, audits and certifications.
- Assets that fall below minimum standards are targeted for improvement, repurposing or disposal and no building will be retained or operated if it cannot meet our duty of care to staff, service users or the public.
- Annual assurance is be provided through internal KPIs and independent review





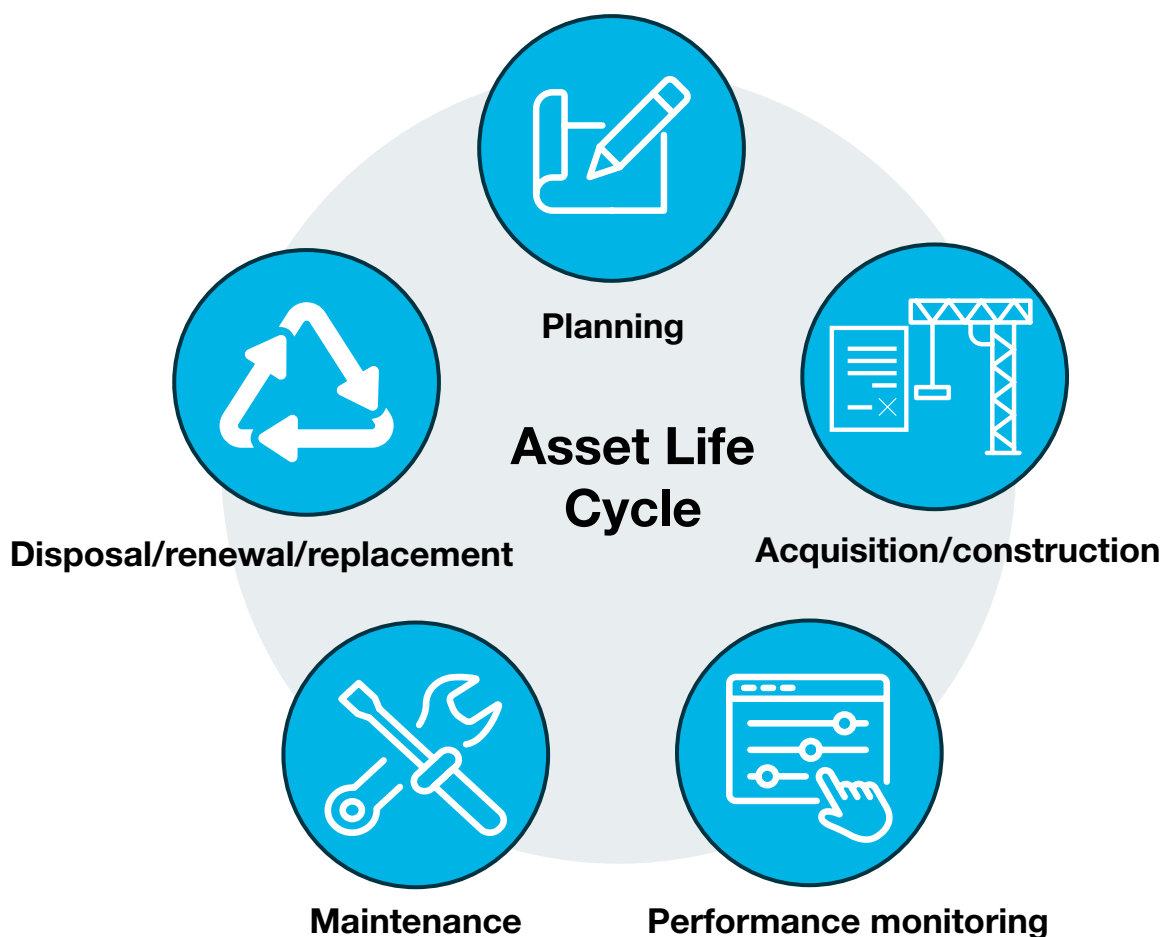
# 5. Our asset management priorities

## 5.1. Asset management planning

5.1.1. Planning enables us to meet service and community requirements and ensure financial resilience throughout the asset lifecycle. The asset management life cycle has 5 main stages as shown in Figure 4 below:



**Figure 4 The asset life cycle**



#### 5.1.2. Planning

- Assets are a valuable resource but can be a liability, requiring active management and funding to ensure they continue to operate efficiently and safely and maintain their value.
- Working with our stakeholders (service departments, other public agencies, tenants and community groups) to plan for future needs and to optimise the best use of assets. We will categorise our assets and align them with specific objectives. The property team will develop AMPs and ensure optimal outcomes are achieved. This will enable our front-line services to concentrate on their own operational objectives.

#### 5.1.3. Acquisition and construction

- It may, on occasion, be necessary to acquire or construct new assets to accommodate growth, assist with place shaping aims or to replace existing assets where it is not economic to repair them.
- In addition, the council acquires land and assets as a result of new development. For example, the creation of new community hub facilities and schools. Once acquired the council will seek to work with partners to hold and manage these assets in the most appropriate way, sometimes the optimal outcome is to transfer assets to Town and Parish councils, community associations and the voluntary and charitable sector, where they are better placed to manage the assets.

#### 5.1.4. Performance monitoring

- The property team continually review assets on a rolling programme using an “asset challenge” process, which ensures that only those assets that are needed and perform to an acceptable standard are retained.
- The council has a legal duty to ensure that all statutory regulations and compliance for its assets are adhered to, including but not exclusive to asbestos, electrical, gas, accessibility, legionella, workplace and fire regulations. The council should be assured that all assets are occupied safely, and this assurance is given by using a “Corporate Landlord” approach. This will be expanded to meet a target operating model that can provide the required level of assurance to the council. The Corporate Landlord conducts regular inspections, reviews and certifications across our portfolio and ensures any deficiencies are addressed accordingly.
- Where appropriate, duties have been contracted to tenants via the terms of their leases. Nevertheless, we often remain responsible for shared or ‘common’ areas, and we also become responsible when properties are temporarily vacant.

#### 5.1.5. Maintenance

- To meet council priorities and adhere to our asset management principles, the council’s assets must be maintained to a suitable and safe standard. This is supported through routine condition surveys, which provides the information needed to target investment in our assets.
- In addition to monitoring statutory compliance, our primary objectives are as follows:



- Optimise asset performance: maximise functionality and lifespan of assets through regular maintenance and timely repairs.
- Cost efficiency: Implement cost-effective maintenance practices to reduce overall expenditure while maintaining high standards.
- Sustainability: Promote sustainable practices in building maintenance to reduce environmental impact.
- The operational plan for maintenance is at appendix 1.

#### 5.1.6. Disposal/renewal/replacement

- Vacant properties are actively managed to minimise holding costs. If deemed to be surplus, properties are either leased to maximise income streams or sold to minimise holding costs and generate capital that can be reinvested. The council also has a small land sale policy, the purpose of which is to encourage third party purchasers and incrementally transfer responsibility and holding costs.
- Part of our plan is to develop a policy to enable vacant assets to be used to promote community and social value balanced against a requirement to drive the highest possible financial returns.

## 5.2. Asset management policies

5.2.1. Policy development is an important tool in ensuring a transparent and consistent approach to managing our assets. An action plan will be formulated to refresh existing policies and create new ones to support the AMS. Some priority and key policies include policies guiding acquisitions, lettings (commercial and community), unpaid tenant debt, disposals and small land sales.



#### 5.2.2. New policies will include:

- Disposals policy - to include governance and evaluation criteria for disposal of surplus or underperforming assets including social value tests
- Lettings policy (commercial and community) - to include principles for granting leases and occupation, balancing financial return with social value and other council priorities.
- Debt and arrears management policy - Post Covid income recovery strategy, including strengthened commercial rent arrears recovery

## 5.3. Property team development

5.3.1. We recognise that our people are key to meeting the council's expectations. By retaining and developing our staff we can ensure we are well-positioned to deliver now and in the future. Our estate has grown in size and complexity with new investments and aging assets requiring substantial professional management. Despite increasing demands, our team has remained small due to recruitment challenges and a shortage of property professionals in the public sector.



5.3.2. We aim to build a high-performing, collaborative team of property professionals and technical experts, asset and estate management, valuation, construction, maintenance, facilities management, energy management, and data management. We will deliver this through:

- Creation of career pathways including apprenticeships
- Developing our people through training and coaching
- Adopting a structure retains knowledge and skills
- Supplementing teams with external expertise when needed to ensure best practice and innovation

## 5.4. Data and systems

5.4.1. Maintaining and adding to the asset database to give a single holistic asset view has been a priority over the last year and work has been underway to identify, cleanse and migrate core estates related data to a new dedicated property database system, which was launched in January 2025. The next step is to develop its functionality including management reporting; implementation of corporate assurance and control modules, all of which underpin operational efficiencies.



## 5.5. Strategic projects and programmes

5.5.1. A series of ambitious projects are underway to deliver place shaping regeneration, community asset improvements, new SEND school provision and carbon reduction.



5.5.2. Many of the projects sit within the overarching “assets and neighbourhoods programme,” which was established in 2024 to incorporate all asset related activity, including business as usual property programmes with oversight at a single Board - ‘the assets and neighbourhood regeneration board’. This is set out in more detail in the governance section below. The programme is facilitated with programme management from the council’s business change function. The programme is self-funding through the disposal of assets identified and reported through the programme.

5.5.3. In its first year it has focused on four key workstreams:

- Enablement - focused on the improvement of estates data and systems;
- Assets - focused on achieving financial targets through reducing operational footprint and maximising income from investments;
- Neighbourhood regeneration - seeking to improve several neighbourhoods located around the town centre; and
- Town centre/JV: the Cambium Partnership Joint Venture (the ‘JV’) has, to date, focused on the developments at Coopers Hill and Market Street, with the focus now turning to surplus land adjoining the depot and the High Street Car Park site. The council is also owner of significant landholdings within the southern and eastern gateway sites which form a potential pipeline of regeneration opportunities for the JV partnership.



## 5.6. Governance and monitoring



5.6.1. Progress against strategic objectives is reported through the asset and neighbourhood regeneration (ANR) programme board and 6 monthly to the corporate management team (CMT) of the council. Progress on projects of strategic significance to the council's business change programme will also be reported, by exception, to the change board and the six monthly focused 'spotlight' review meetings.

5.6.2. The property team will annually review asset management plans to check progress, and ensure they remain current and in line with service area objectives with any significant changes highlighted to the ANR Board and CMT. Quarterly updates on key performance indicators are also given through the council's existing quarterly council plan overview report, and additional key performance indicators (KPIs), for example in decarbonisation of the portfolio, will be developed.

5.6.3. The need to move to a more corporate approach to management of assets was identified as part of the development of the 2019-22 AMP and in 2020 a "corporate landlord group" was formed to review existing practices. Several actions were identified to begin initial implementation of a "corporate landlord" model (see appendix 2).

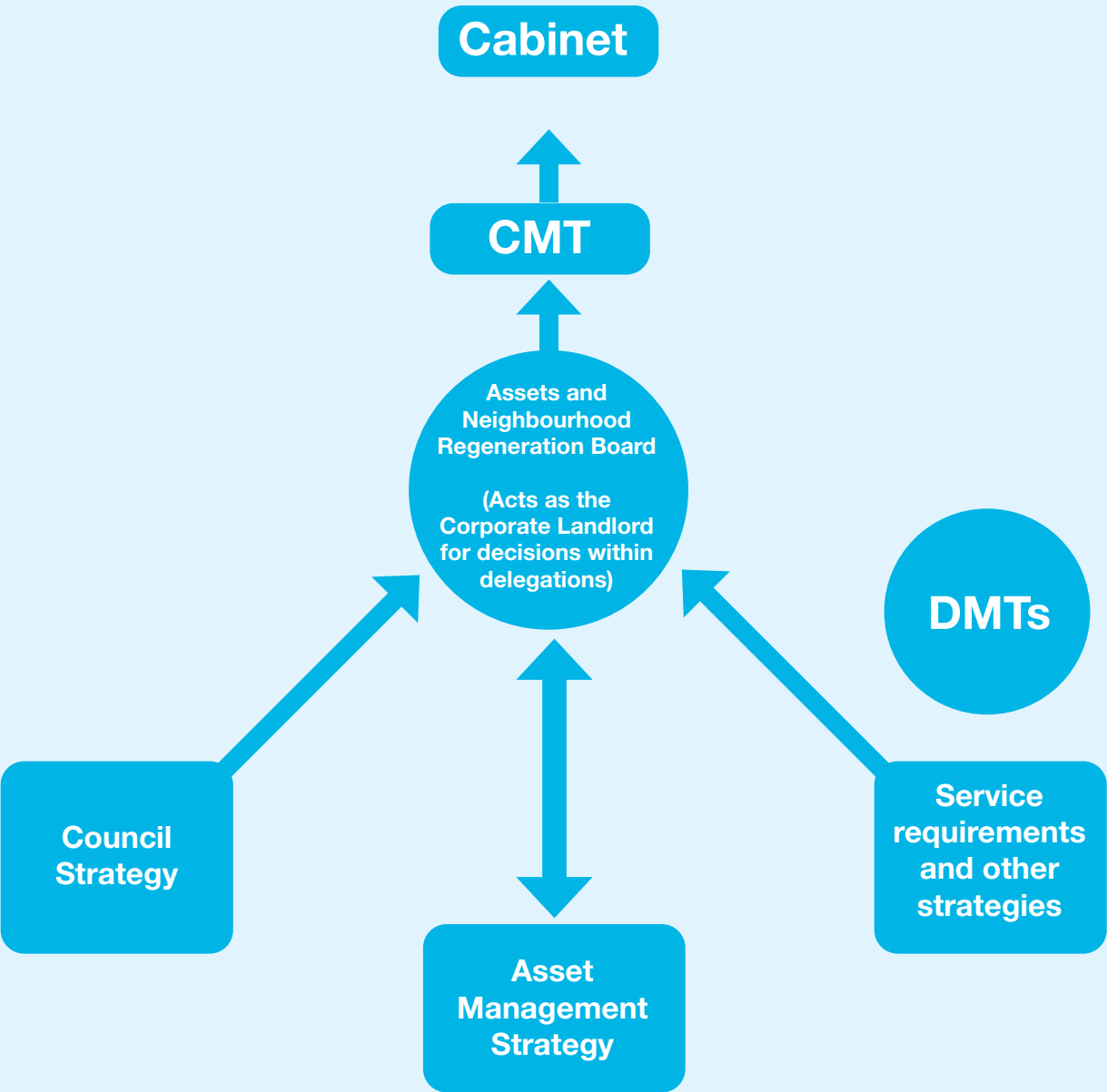
5.6.4. The concept of a corporate landlord is that the governance and budget management is conducted at a corporate and strategic level within a central team, rather than at a service level.

5.6.5. A corporate landlord is able to more effectively ensure revenue and capital income from properties can be directly applied to the organisation's highest priorities. The corporate landlord ensures that service departments are adequately accommodated and that the future asset requirements for each service are identified and managed efficiently, giving better utilisation. The corporate landlord is also responsible for compliance giving a greater level of assurance to the organisation.

5.6.6. The Corporate Landlord model is endorsed by both the Chartered Institute of Public Finance and Accounting (CIPFA) and the Royal Institution of Chartered Surveyors (RICS) and is therefore considered best practice.

5.6.7. Strengthening the model will help to minimise operational safety risks with standardised compliance, and improved opportunities for more shared use assets, both internally and with external partners. It will also support in minimising the financial and land ownership risks associated with third party use of council premises. Next steps to further develop the model are set out in appendix 2 and progress will be monitored through the assets workstream which in turn reports to the ANR board.

5.6.8. An overview of governance is set out in Figure 5  
**Figure 5 BFC’s corporate asset management governance**  
(DMT – department management team)





## 6. Our asset portfolio

6.1. BFC holds a varied portfolio of assets with an estimated “book value” of circa £614m. The council’s assets can be divided into broadly two categories (note: a full list of the main assets is included in appendix 3).

6.1.1. Operational or corporately occupied/used; and

6.1.2. Non-operational - properties from which we do not deliver direct services. They are often occupied by third parties, sometimes paying rent.

6.2. These broad categories are sub divided and cross referenced to the strategic priorities of the council. They demonstrate the planned road map and asset management activity to achieve these outcomes.

6.3. Operational assets: Enabling services and communities

6.3.1. As well as portfolio specific priorities, asset management activity is based around three possible strategic ‘outcomes’ for an asset once it has been reviewed and an AMP developed:

- ‘Retain’ - minimising the footprint of assets by identifying ‘core assets’ which are fit for purpose. These will be retained and invested in to make them as sustainable and flexible as possible.
- ‘Dispose/repurpose’ - surplus or unsuitable assets will be re-purposed or disposed of as quickly as possible.
- ‘Co-locate’ - where the council are making use of partner accommodation to deliver services, appropriate management, or leasing agreements need to be put in place with support from the property team.

6.3.2. Assets categorised as operational are subdivided by portfolio category with corresponding identifiable asset management priorities with specific examples.

Portfolio category	Description	Examples	Asset approach and priorities	Management approach
Administrative (may have ancillary client facing spaces)	Administrative buildings for people to work and meet colleagues, but with some wider functions such as registration services, council chamber and meeting clients	Time Square, Waterside Park	<p>Consolidate into fewer more efficient locations and invest in the core assets.</p> <p>Where ancillary needs can be supported from the same building these should be separate from core administrative spaces.</p> <p>Some services require only occasional or temporary use of premises therefore use of premises should be flexible as needs evolve.</p> <p>Decarbonise core administrative buildings first.</p>	There is currently a <b>mixed approach</b> to the management of these assets, which requires improved governance and more focused objectives



Time Square



Portfolio category	Description	Examples	Asset approach and priorities	Management approach
Targeted service hubs (may have ancillary office space)	Buildings with space to meet clients or for specific members of the public or contractors to attend. Often requires more specialist premises and sometimes separation of client groups / uses.	Family hubs, youth justice, drugs and alcohol action service, respite facilities, day centres, depots	<p>The focus is on user specific design for the intended specialised and primary purpose and user group.</p> <p>Only administrative functions associated with the primary use should be accommodated at these buildings and should be kept to a minimum.</p> <p>The property team will support and advise on use of premises by commissioned services to ensure risks and resources associated with asset management are minimised. Costs of accommodation should be transparent and fair to avoid hidden subsidy.</p>	<p>Hard FM (repairs and maintenance) is <b>managed corporately</b>.</p> <p>There is a mixed approach to the remainder of the management of these buildings, which requires improved governance and more focused objectives to provide improved levels of assurance and control.</p>

Portfolio category	Description	Examples	Asset approach and priorities	Management approach
Universal and community facing spaces (may have ancillary office space)	Providing customer facing, broad access to all / most residents. Often held to support/ benefit the community, but not always operated by the council	Community centres, leisure assets, car parks, the open learning centre, libraries	<p>These customer facing assets should be designed in as flexible way as possible to allow use to evolve with community needs. Community use should be maximised including out of hours access where appropriate.</p> <p>Only minimal administrative functions associated with the primary use should be accommodated at these buildings.</p> <p>Communities will be consulted and encouraged to take a proactive and collaborative approach in the use and management of these assets including developing relationships with town and parish councils as well as the charitable/ voluntary sector.</p> <p>There may be a need to release some assets to pay for investment in making others more flexible.</p>	<p>Where services are delivered directly by the council (e.g., Open Learning Centre and libraries), hard FM is currently <b>managed corporately</b>, but there is a <b>mixed approach</b> to the remainder of management. Improved governance and more focused objectives are required.</p> <p>Where the council does not deliver services directly, the buildings are usually managed through a <b>partnership approach</b> by the commissioning service and the operator (through a management agreement) with support from the property team to set up relevant leasing agreements and manage hard FM. Some improvements to governance are required to ensure a more consistent approach.</p>





The Open Learning Centre

Portfolio category	Description	Examples	Asset approach and priorities	Management approach
Natural assets (green and blue infrastructure)	Large areas of open space, countryside and water, where buildings are ancillary to the main uses. Constructed assets such as play areas and tennis courts are sometimes included	Parks and Countryside, Suitable Alternative Natural Green spaces (SANGs), play areas, Biodiversity Net Gain (BNG) land, incidental green space, sports pavilions	<p>The council has a variety of statutory obligations linked to biodiversity and public access duties, including the improvement of habitats for preservation of wildlife.</p> <p>Priorities include: safeguarding of outdoor play opportunities and the creation of a planned programme for renewal and management of infrastructure.</p>	<p>Parks and Countryside and SANGS are managed by specialists within the <b>Place Directorate</b> and a separate strategy is being developed.</p> <p>Incidental green space (which can sometimes be significant in size) is currently managed via contract by Contract Services within the <b>Communities Directorate</b>.</p> <p>The property team provide support where requested.</p> <p>The assets could be managed more corporately to ensure a consistent approach.</p>





**Buckler's Park**



Portfolio category	Description	Examples	Asset approach and priorities	Management approach
Housing	Residential accommodation not linked to the commercial estate held to address urgent and supported housing needs	Temporary accommodation and supported housing	<p>There is a need for continual review and active management of available temporary housing stock (owned and privately leased) and to minimise the use of nightly paid accommodation.</p> <p>It is a priority to identify and secure the delivery of affordable housing in partnership with RPs including on any surplus council land identified for this purpose (e.g. 74-76 Binfield Road).</p>	<p>Managed by specialists in the <b>People Directorate following a separate and specific housing strategy.</b></p> <p>The property team provide support on valuations, disposals and acquisitions when required to support the increase or decrease of supply to meet current needs</p>



Portfolio category	Description	Examples	Asset approach and priorities	Management approach
Education	Buildings for the education of children	Nursery, primary, secondary and SEND schools	The construction of new SEND school places is a council priority as part of the safety valve programme.	<p>Managed by specialists in the People Directorate and the Programme Director Schools Capacity and Property.</p> <p>There is a separate education asset strategy. The property team provide support and guidance in the execution of the educational asset strategy and provide hard FM services.</p>
Highways		Highways		<p>Managed by specialists within the <b>Highways and Transport Team</b>.</p> <p>There is a separate Highways asset strategy</p>



Lily Hill Park

## 6.4. Non-operational assets: Driving income and impact

6.4.1. These are assets that do not directly deliver services but contribute through income, value or strategic opportunity. They rely on the same assessment of asset grouping to determine asset management activity; primarily either 'Retain' or 'Dispose.'

6.4.2. Assets in this category are held primarily to support financial resilience of the council, but they can also enable new housing delivery through regeneration, contribute to place shaping initiatives and provide a contribution to the Net Zero aims of the council whilst also meeting the aspirations of our Economic Strategy = and emerging Community Strategy

6.4.3. Assets categorised as non - operational are further subdivided into a descriptive portfolio category with corresponding identifiable asset management outcomes and specific examples.

Portfolio category	Description	Examples	Asset approach and priorities	Management approach
Commercial assets 'Local objective facilitators'	Non-residential properties usually leased out to tenants or partners. Occasionally there is associated residential accommodation	Retail units in neighbourhood shopping parades; business / industrial units within Borough	Provide value for money and balance receipt of income with other council priorities.	Managed corporately by the <b>property team</b> who consult with other departments to establish non-financial e.g. community or social objectives for individual parades/estates/units.
Investment assets 'Resilience enablers'	Assets purchased or held solely for financial return	Out of borough investments	Performance Managed to deliver increased revenue and/or capital growth.	Managed corporately by the <b>property team</b> in collaboration with <b>corporate finance</b> and with support and analysis from external investment asset specialists.

Portfolio category	Description	Examples	Asset approach and priorities	Management approach
Strategic land and buildings 'Place shapers'	Retained for future or strategic use	High street car park, the former courthouse, Easthampstead House, the southern gateway, the Point and the Peel Centre (leased to Land Securities)	<p>The newly adopted Supplementary Planning Documents (SPDs) and the Bracknell Forest Local Plan govern future development and use.</p> <p>In the short term, assets are managed so as to reduce holding costs and generate revenue income where possible. In the longer term, assets are either to be sold or developed through partnership arrangements to support the continuing enhancement of Bracknell Town Centre and surrounding areas</p>	<p>Managed within <b>Place &amp; Resources Directorates</b>. Specialist resources required to deliver place shaping development either jointly with third parties or in partnership.</p>



# 7. Next steps

## 7.1. How this strategy will be used

7.1.1. The strategy will ensure that the principles and priorities outlined here are reflected in all relevant future decision making at all levels:

- With Cabinet and Councillors in making strategic decisions relating to assets
- When Officers are managing assets day to day, developing business cases, shaping plans and making recommendations for decision
- Residents, external partners and stakeholders' engagement and holding the council to account for how asset related decisions are made and how assets are used

## 7.2. Implementation of the strategy

7.2.1. The continuing and evolving application of the principles set out within this strategy will ensure that the council's asset portfolios are managed in a manner that will support the council's needs over the next 5 years. Stakeholder engagement and feedback will continue over the life of the strategy through the governance process outlined and to ensure the document remains current and relevant. A high-level forward look is set out in Figure 6.

**Figure 6 Implementation timeline**

Year	Key milestone
2025/26	Communication of approved strategic aims and priorities to wider council and external stakeholders. Policy development, adoption and development of initial AMPs for core assets and extension of the corporate landlord
2026/27	Delivery of further phases of corporate landlord model and review of impact of newly adopted policies. Annual AMP updates
2027/28	Mid-point review of AMS, and review of progress of strategic programmes and projects. Refresh of governance if needed. Annual AMP updates
2028/29	Ongoing continual review and annual AMP updates
2029/30	Evaluation of AMS impact and preparation of new strategy based on council priorities and lessons learned

# 8. Appendix 1 - Operational plan for maintenance

## Objectives

**Ensure safety and compliance:** Maintain all assets to ensure statutory compliance and all relevant health and safety regulations.

**Optimise asset performance:** Enhance the performance and lifespan of assets through regular maintenance and timely repairs.

**Cost efficiency:** Implement cost-effective maintenance practices to reduce overall expenditure while maintaining high standards.

**Sustainability:** Promote sustainable practices in building maintenance to reduce environmental impact.

## Key components

### Asset inventory and assessment

- Maintain a comprehensive inventory of all assets.
- Conduct condition assessments on a five-year rolling programme to identify maintenance needs, enable forward planning and prioritise actions.

### Preventative maintenance

- Develop and implement a preventative maintenance schedule for all assets.
- Regularly inspect and service critical systems such as HVAC, electrical, plumbing, and structural components.

### Reactive maintenance

- Establish a responsive system for addressing unexpected maintenance issues.
- Ensure timely repairs to minimise downtime and prevent further damage.

### Budgeting and resource allocation

- Allocate sufficient budget and resources for building maintenance activities.
- Monitor and control maintenance costs to ensure financial sustainability.

### Performance monitoring and reporting

- Implement a system for tracking maintenance activities and performance metrics.
- Regularly report on maintenance performance to stakeholders.

### Sustainability initiatives

- Incorporate energy-efficient practices and materials in maintenance activities.
- Promote recycling and waste reduction in maintenance operations.
- Implement renewable energy initiatives when economical to do so.

## Implementation plan

### Maintenance team

- Form a dedicated maintenance team responsible for executing the strategy.
- Provide training and resources to ensure the team is equipped to perform their duties effectively.

### Develop maintenance policies and procedures

- Create detailed policies and procedures for preventive and reactive maintenance.
- Ensure all staff are aware of and adhere to these policies.

### Engage stakeholders

- Involve key stakeholders, including residents, staff, and contractors, in the maintenance process.
- Gather feedback to continuously improve maintenance practices.

### Review and update the strategy

- Regularly review and update the maintenance strategy to reflect changing needs and priorities.
- Incorporate lessons learned and best practices to enhance the strategy



## 9. Appendix 2 - Corporate landlord model implementation plan

There will be a review of the way utilities and business rates budgets are managed. These are currently below the line costs to the occupying department. Property have limited oversight of the budgets. As in the case of operational properties, the utilities budgets are managed departmentally, but the costs are ring fenced corporately. The property team manages the contracts corporately.

Original objective	Progress to date	Next steps
Centralise and co-ordinate property decisions at a corporate level through the Asset Management Board (AMB)	<p>AMB (now assets and neighbourhood board) has taken the role as the Corporate Landlord ensuring capital spending and investment is prioritised and monitored in accordance with the approved capital programme</p> <p>A corporate 'allocator' model has been adopted where the department makes a "case for space" and the Corporate Landlord offers sufficient space, but not more than is required</p>	<p>Continue with a corporate 'allocator' model</p> <p>The alternative option would be for services to be charged "asset rents" for the space they use. This would create additional administrative burden and poor decision making by occupying teams (freeing up small amounts of space that are not realisable assets)</p> <p>However, it has been identified that it is important to look at standardising position with regards to charging rent when there are income targets. Recharging mechanisms for property facilities are expected to be simple to understand and administer with minimal transaction costs in order to incentivise further efficiencies</p>
A programme of reviews for every operational property to be carried out on a rolling basis	The Asset Development Manager post was created to undertake this task reporting into the Asset Management Board and using an Asset Challenge model	Further develop the Asset Challenge model and bring in external expertise to deliver options appraisals

Original objective	Progress to date	Next steps
All property assets to be held centrally such that all property is seen as a corporate resource and not a directorate resource	All assets are recognised as corporate assets rather than “belonging” to a particular department or team. However, in reality they are not all currently managed as such. The council currently has a hybrid approach with only the main office space and depot being managed fully corporately	Further changes to governance and budgets for assets to be prioritised by significance of impact and ease of implementation with an action plan for this being developed over the first year of the strategy
All maintenance budgets (except housing and education) to be centralised under the head of capital projects and maintenance (now head of strategic assets)	Most repair and maintenance budgets have transferred to property services to manage meaning repair works can be prioritised centrally. However, there are still some properties outside this model. For example, housing, the education estate, the natural estate, leisure and car parks	Changes to governance and budgets to be prioritised by significance of impact and ease of implementation with an action plan for this being developed over the first year of the strategy
Implement a new central property system for on-site data collection, survey records and to enable repair requests from all building occupiers and direct instructions to contractors by construction and maintenance	The Civica system has been purchased and some data uploaded	Further work is required to fully implement a central property system- see data and systems section
Identify list of all statutory compliance issues - head of construction and maintenance (now head of strategic assets) to be the responsible person for all statutory compliance	Due to the way assets are held and managed it is not as straightforward as this. The responsible person can vary depending on the type of premises, its ownership and who the occupiers are	Changes to assurance process to ensure a single source of the truth are to be prioritised by risk with an action plan for this being developed over the first year of the strategy

# 10. Appendix 3 - Asset list

## Operational Assets

Note: Assets which are considered as having de minimus value, such as small areas of open space, verges or individual garages are not included.

Asset category	Directorate	Number
<b>ADMINISTRATIVE</b>		
Time Square	All	1
Waterside Park	People	1
<b>TOTAL</b>	-	<b>2</b>
<b>UNIVERSAL</b>		
<b>Libraries</b>		
Ascot Heath Library	Communities	1
Binfield Library	Communities	1
Birch Hill Library	Communities	1
Bracknell Library	Communities	1
Crowthorne Library	Communities	1
Great Hollands Library	Communities	1
Harmans Water Library	Communities	1
Sandhurst Library	Communities	1
Whitegrove Library	Communities	1
<b>Community centres</b>		
Birch Hill Community Centre	Communities	1
Bucker's Park Community Hub	Communities	1
Bullbrook Community Centre	Communities	1
Crown Wood Community Centre	Communities	1
Easthampstead & Wildridings Community Centre	Communities	1
Farley Wood Community Centre	Communities	1
Forest Park Community Centre	Communities	1
Hanworth Community Centre	Communities	1
Martin's Heron & The Warren Community Centre	Communities	1
North Ascot Community Centre	Communities	1
The New Great Hollands Community Centre	Communities	1

### Key:

Long lease out

Lease out

Lease in



Asset category	Directorate	Number
The New Owlsmoor Community Centre	Communities	1
The New Priestwood Community Centre	Communities	1
The Parks Community Centre	Communities	1
Binfield Health & Community Space	Communities	1
<b>Car parks and toilets</b>		
Albert Road car park	Communities	1
Bay Road car park	Communities	1
Braccan Walk car park	Communities	1
Bus station toilets	Communities	1
Emmanuel Church car park (Priestwood)	Communities	1
Heath Hill Road car park	Communities	1
Leppington car park	Communities	1
Liscombe WC	Communities	1
Napier Road car park	Communities	1
Netherton car park	Communities	1
New Road car park	Communities	1
The Avenue car park	Communities	1
Wellington Business car park	Communities	1
Wick Hill car park	Communities	1
York Way car park	Communities	1
<b>Operational leisure facilities</b>		
Bracknell Sports & Leisure Centre	Communities	1
Coral Reef	Communities	1
Downshire Golf Course	Communities	1
Horseshoe Lake	Place	1
The Look Out	Place	1
<b>Miscellaneous</b>		
South Hill Park	Communities	1
<b>TOTAL</b>	<b>-</b>	<b>45</b>
<b>TARGETED</b>		
<b>Residential and day facilities</b>		
Larchwood, 10/10A Portman Close	People	1
Waymead Respite Care & Day Services	People	1
Heathlands Care Centre	People	1
Bridgewell (under construction)	People	1
<b>Early Help</b>		
Braccan Walk Youth Centre	People	1
North Ascot Youth Club	People	1

**Key:**

Long lease out

Lease out

Lease in

Asset category	Directorate	Number
The Wayz	People	1
Whitegrove Youth & Community Centre	People	1
The Alders Family Hub	People	1
The Oaks Family Hub	People	1
The Rowans Family Hub	People	1
Zone 76, Youth Justice Team	People	1
<b>Miscellaneous</b>		
Salt Barn, Downmill Road	Communities	1
The Commercial Centre Depot	Communities	1
Cemetery and Crematorium	Communities	1
London Road – former landfill site	Communities	1
Longshot Lane CAS / Transfer station	Communities	1
<b>TOTAL</b>	<b>-</b>	<b>17</b>
<b>HOUSING</b>		
<b>Staff Accommodation</b>		
Rangers	Place	2
Caretakers – Academy leases	People	5
Caretakers - BFC	People	7
<b>Flats over shops (Abri managed tenancies)</b>	<b>Place</b>	<b>49</b>
<b>Flats over shops (Disposed leasehold under right to buy)</b>	<b>Place</b>	<b>36</b>
<b>Council-owned properties for service delivery</b>	<b>People</b>	<b>163</b>
<b>Travellers Site, Pinewood</b>	<b>People</b>	<b>1</b>
<b>Leased-in properties</b>	<b>People</b>	<b>56</b>
<b>Bed and breakfast</b>	<b>People</b>	<b>26</b>
<b>TOTAL</b>	<b>-</b>	<b>354</b>
<b>NATURAL ESTATE</b>		
650 ha of publicly accessible green space over 150 sites (small copses and meadows to larger nature reserves and parks)	Place	
<b>Major sites</b>		
Ambarrow Court	Place	1
Bill Hill Ancient Monument	Place	1
Bluebell Hill	Place	1
Edmund's Green Lane	Place	1
Englemere Pond	Place	1
Farley Copse	Place	1
Greenway	Place	1

**Key:**

Long lease out

Lease out

Lease in

Asset category	Directorate	Number
Horseshoe Lake	Place	1
Larks Hill	Place	1
Lily Hill Park	Place	1
Peacock Meadows	Place	1
Piggy Wood	Place	1
Pope's Meadow	Place	1
Riverside Park	Place	1
Savernake Park	Place	1
Shepherds Meadow	Place	1
Snaprails Park	Place	1
The Three Copses	Place	1
Westmorland Park	Place	1
Whitegrove Copse	Place	1
Wildmoor Heath	Place	1
Wykery Copse	Place	1
<b>Play areas</b>	<b>Place</b>	<b>28</b>
<b>TOTAL</b>	<b>-</b>	<b>50</b>
<b>EDUCATION</b>		
<b>Schools</b>		
Ascot Heath Primary School	People	1
Birch Hill Primary School	People	1
College Town Primary School	People	1
Cranbourne Primary School	People	1
Crownwood Primary School – Academy	People	1
Crowthorne C of E Primary	People	1
Edgbarrow School - Academy	People	1
Fox Hill Primary School	People	1
Garth Hill College	People	1
Great Hollands Primary School - Academy	People	1
Harmans Water Primary School	People	1
Holly Spring Primary School	People	1
Jennett's Park CE School - Academy	People	1
Kennel Lane School	People	1
King's Academy Binfield, primary phase	People	1
King's Academy Binfield, secondary phase	People	1
King's Academy Easthampstead Park	People	1
King's Academy Oakwood Primary School	People	1

**Key:**

Long lease out

Lease out

Lease in



Asset category	Directorate	Number
Meadow Vale School	People	1
New Scotland Hill Primary School	People	1
Owlsmoor Primary School	People	1
Sandhurst School - Academy	People	1
Sandy Lane Primary School - Academy	People	1
St Joseph's Catholic Primary School	People	1
St Margaret Clitherow Catholic Primary School -Academy	People	1
St Michael's CE Primary School	People	1
St Michael's Easthampstead Primary School	People	1
The Brakenhale School - Academy	People	1
The Pines School	People	1
Uplands Primary School and Nursery	People	1
Warfield CE Primary School (Woodhurst)	People	1
Whitegrove Primary school	People	1
Wildmoor Heath School - Academy	People	1
Wildridings Primary School	People	1
Wooden Hill Primary School	People	1
<b>Education facilities - other</b>		
Open Learning Centre	People	1
The Rise, Eastern Road	People	1
College Hall, former PRU	People	1
Warfield CE Primary School (All Saints Rise)	People	1
<b>TOTAL</b>	-	<b>39</b>
<b>Town &amp; Parish Councils</b>		
Long leases of land and buildings	Place	41
<b>TOTAL</b>	-	<b>41</b>

**Key:**

Long lease out

Lease out

Lease in

Asset category	Number
<b>COMMERCIAL - "Local objectives facilitators"</b>	
Neighbourhood shops and parades	
12 Bywood Dentist	1
50A Ripplesmere Dentists	1
1A Broad Lane	1
32 Reeds Hill	1
Bywood (1-2)	2
Crown Row (5,6,14)	3
Bullbrook Row (1-6 and 12A Bay Road)	7
Liscombe (94-99)	6
Warren Row (1-6)	6
Yeovil Road (25-39 odd nos)	8
Priestwood Square (1-10)	10
Harmanswater Square (1-13)	13
Rectory Row (1-12, 10A, 11A, 12A)	15
Wildridings Square (1-14,10A)	15
Great Hollands Square (1-17, 1A)	18
Residential – linked with Commercial Property	11
<b>Business units, industrial and storage</b>	
Liscombe (101-123) workshop units	23
Market Street (11-21) workshops	11
Forest Park (1-8) business units	8
Longshot Lane (1-42PI) industrial park	42
4a 5a Wildridings workshops	2
Unit B Waterside Park (Warfield Garage)	1
Bagshot Road Open Storage (Quadrant)	1
<b>Pubs</b>	
The Admiral Cunningham	1
The Cannie Man	1
The Crown Wood	1
The Golden Farmer	1
The Newtown Pippin	1
The Running Horse	1
The William Twigg	1

**Key:**

Long lease out

Lease out

Lease in

Asset category	
Garages	44
Leisure	
Archery Club	1
Binfield Football Club	1
Bracknell Rugby Club	1
Harmans Water Swimming Pool	1
Racquets Health Club	1
<b>TOTAL</b>	<b>262</b>
<b>INVESTMENTS - "resilience enablers"</b>	
GXO Logistics, Stowmarket	1
Webhelp, Sheffield	1
Utilita Energy Ltd, Southampton	1
Wren Living Ltd / The Range, Lincoln	1
CEVA Logistics, Redditch	1
Shoosmiths LLP, Northampton	1
<b>TOTAL</b>	<b>6</b>
<b>STRATEGIC LAND AND BUILDINGS - "place shapers"</b>	
Peel Centre retail park	1
The Courthouse	1
Easthampstead Works, Easthampstead House	1
The Bus Station Units 1-4	4
Health Hub Site	1
Blocks A-C Market Street Development Site	1
Block D Market Street Development Site	1
Coopers Hill Development Site	1
Surplus land at the Depot	1
High Street Car Park	1
Former Harmans Water Community Centre	1
74-76 Binfield Road site	1
<b>TOTAL</b>	<b>14</b>

**Key:**

Long lease out

Lease out

Lease in



Asset category	Number
<b>COMMERCIAL PROPERTIES - currently utilised by services or partners</b>	
Age Concern, Forest Park	1
New Hope, Market Street	1
Owlsmoor Nursery	1
Youthline, Portman Close	1
Virtual School, Portman Close	1
Waterside Park (EDS and Forestcare)	1
<b>TOTAL</b>	<b>6</b>

**Key:**

Long lease out

Lease out

Lease in

If you need a reasonable adjustment to communicate with us, please call 01344 352000 or email: [customer.services@bracknell-forest.gov.uk](mailto:customer.services@bracknell-forest.gov.uk).



## **Asset Management Strategy (2025-2030)**

Bracknell Forest Council