

MEETING	CABINET	
	Councillor Smith	Leader of the Council – Improvement & Recovery, Performance, Governance and Young Futures
	Councillor Chahal	Deputy Leader of the Council – Finance, Council Assets, Procurement and Revenue & Benefits
	Councillor I. Ahmed	Community Cohesion, Public Health, Public Protection, Leisure and Planning
	Councillor Bedi	Education and Children’s Services
	Councillor Kelly	Highways, Housing and Transport
	Councillor Manku	Environment, Environmental Services and Open Spaces
	Councillor Muvvala	Customer Service, Resident Engagement, Digital, Data & Technology
	Councillor Wright	Adult Social Care, Mental Health & Learning Disabilities
DATE AND TIME:	MONDAY, 18TH DECEMBER, 2023 AT 6.30 PM	
VENUE:	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 07749 709 868	

SUPPLEMENTARY PAPERS

The following Papers have been added to the agenda for the above meeting:-

* Item 12 was not available for publication with the rest of the agenda.

PART 1

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
12.	Estate Strategy - Phase 1	1 - 50	All



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Slough Borough Council

Report To:	Cabinet
Date:	18 December 2023
Subject:	Estate Strategy – Phase 1
Lead Member:	Councillor Chahal, Deputy Leader of the Council – Financial Oversight, Council Assets, Procurement and Revenue & Benefits
Chief Officer:	Pat Hayes, Executive Director Regeneration, Housing and Environment
Contact Officer:	Mark Halligan - Assistant Director (Property)
Ward(s):	All
Key Decision:	Yes
Exempt:	No
Decision Subject To Call In:	Yes
Appendices:	Appendix 1 – Montagu Evans Report

1. Summary and Recommendations

- 1.1 This report sets out a proposed Phase I Estate Strategy (conceptual model), together with the work needed to test it and to develop a more developed Phase II Estate Strategy.

Recommendations:

- 1.2 Cabinet is recommended to:
- a) Approve the proposed conceptual model (Phase I) for the Operational and Community Estate to enable the development of Phase II of the strategy. The model is described in detail in the appendix and outlined in the main body of this report below.
 - b) Approve SBC's continued occupation of Observatory House as its 'Central' building. Back office services will be centralised in Observatory House and a customer access point will also be created. The basis of this occupation will be set out in a separate Cabinet report that will contain an Outline Business Case. This will be presented to Cabinet in March 2024.

Reason

- 1.3 The Council's financial position means that it has to be clear about the future use of its assets as a number of these need to be disposed of to stabilise its budget and meet the requirements of the Capitalisation Direction agreed with DLUHC.
- 1.4 Best practice in local authority property asset management, includes having an Estate Strategy, which drives decision making on the management of the property portfolio. This will provide greater assurance that assets are safe, comply with statutory requirements and provide opportunities to enable high quality and value for money services to be delivered. Agreeing a Phase I (concept) strategy, ahead of a more detailed Phase II, enables Elected Members and other stakeholders to engage in the development of the strategy at this early stage.
- 1.5 It's important now, to make a decision on SBC's future occupation of Observatory House. This decision enables more detailed investment cases to be developed and for the Council to prepare for OH to be its HQ building, accommodating all of its back-office function, its civic function and a customer facing element. A qualitative assessment has been carried out, which discounted the options that would have involved moving from Observatory House.

Commissioner Review

"In the absence of a thorough and clear plan of how the council will work in future, the challenges it will face and the resources it will have to deploy (a target operating model) it is difficult to produce an estates strategy. Many of the pieces of the puzzle are missing and the evidence base for decisions is thin or lacking.

This report asks the council to commit to Observatory House and to agree to receive a further report in March next year. There is a hope that other public services might use Observatory House though no commitments from them to do so. Detailed costings supporting alternative models are not provided.

There is some merit in putting a stake in the ground despite the absence of all the relevant data. The councils' statutory officers are supporting this approach by their approval of this paper. Councillors will need to decide if they are happy to proceed on this basis balancing the merits of making an initial decision against the lack of full material evidence to support the ambitions set out in the paper."

2. Report

Introduction

- 2.1 Members are aware the Council received a formal direction from DLUHC made under s.15(5) and (6) of the Local Government Act 1999, including a direction that prescribed functions are to be exercised by Commissioners; and the appointment of Commissioners from 1 December 2021.
- 2.2 A key component of the Directions is the need for the Council to demonstrate it is able to achieve financial sustainability.

- 2.3 An earlier review of some of the council's assets had been undertaken so that decisions could be made on their future. This review focused on the 'Development' and 'Investment' assets within the property portfolio, which formed the starting point for the Asset Disposal Programme. A subsequent Estate Strategy is now being developed that focuses on the 'Operational' assets within the property portfolio. It is intended that this Strategy is brought to Cabinet for approval in June 2024. This Strategy is a critical part of the Council's financial and service planning, contributing to savings in the medium term, as well as ensuring the cost of assets is understood and that they are used to support effective service delivery. The Strategy should ensure that assets that are retained by the Council are properly managed and meet regulatory standards. Record keeping and data is a key part of governance and decision-making and the Strategy will underpin how decisions are made. This will include future decisions on whether assets are surplus to Council requirements, whether there is an alternative use and whether they should be disposed of. All decisions on disposal will be made in accordance with the Asset Disposal Strategy.
- 2.4 An initial review of the assets currently within the Operational Portfolio has been carried out, as well as considering the issues driving the Council's current and future demand for property. A conceptual model (Phase I of the development of an Estate Strategy) has been developed which has five different asset categories. The potential opportunities that could be driven from this model have been outlined. Agreement of this model will enable these opportunities to be fully tested, as part of developing the Phase II strategy. The extract below outlines the key elements of the proposed conceptual model.

PROPOSED OPERATIONAL AND COMMUNITY ESTATE RE-ALIGNMENT

- ✓ **The creation of a single Public Service Centre serving the Borough.** In collaboration with partners, the Public Service Centre (PSC) would provide a focal point, and front door, for a range of general and targeted public services. It would also offer efficient and effective office accommodation to support the Council, and its partners, to serve the Borough.
 - ✓ **The Children's & Family Hub portfolio.** Focussing in five core locations and supporting the objectives of Slough Children's First, the hubs occupy 'sensitive' locations integral to primary school sites.
 - ✓ **A portfolio of Specialist Assets.** These will be core to statutory service provision and the delivery of other important Council objectives. This portfolio includes assets supporting recycling and waste, cremation and burial, leisure and housing for adults and children. It would also include core car parking assets that deliver a positive economic benefit to the areas they serve and a sustainable income for the Council.
 - ✓ **The transfer of Community Assets to organisations that are well placed to meet local community need.** Community Asset transfers or disposals would ensure that assets, that do not provide a direct Council or partner service, are fully optimised according to local demand.
 - ✓ **A new Corporate Landlord estate governance model.** To lead the delivery of the proposed estate re-alignment and the ongoing strategic management of the retained estate.
- SUPPLEMENTARY OPTION: In addition to the PSC, the redefinition of a network of Locality Buildings.** These would respond directly to resident need and provide a front door to bespoke advice and services. The number of Locality Buildings would be based on proven need and may represent opportunities for collaboration and colocation with Partners.

- 2.5 The recommended option would enable a significant consolidation of the Operational property portfolio, which would deliver the highest level of financial benefit – e.g. an annual estimated reduction in gross property costs of over c£3m. This option would involve the highest level of transformation, which would have, for example, an estimated digital enablement cost of c£300k. In addition to the c£3m of Property related savings, there would be additional savings accrued by services, from efficiencies in being in a single building and by having a higher level of resident demand met through Digital service delivery.
- 2.6 The work to date in developing the Estate Strategy (Phase I) has not received any evidence to demonstrate a critical need for a ‘Localities’ element within the model. A Customer Access solution can be developed on the basis of a single Public Service Centre and this will be set out in the Customer Access Strategy coming to Cabinet in March 2024.
- 2.7 Whilst, at this stage, it is believed that a single Public Service Centre is the optimum solution, which delivers the highest level of financial benefit; evidence can still be considered for a ‘Localities’ option, during the Phase II strategy development work. The ‘Localities’ option would deliver a significantly lower level of financial benefit arising from property savings. At this stage this is estimated to be c£500k per annum less than the optimum solution.
- 2.8 As explained above, the initial scope of this exercise has been limited to the Operational & Community property portfolio which is held in the General Fund. It is now apparent that it would be beneficial to widen the scope, to include the non-residential elements of the stock within the Housing Revenue Account. Arrangements are being made to get this review underway. It is thought that further financial benefits could be driven from these assets. Applying the same review and analysis methodology to these assets, as has been done for assets within the General Fund, is likely to identify opportunities for capital receipts, reduced revenue costs or increased income.
- 2.9 In addition to maximising benefits from the physical property portfolio, the Estate Strategy will also establish an improved operating model for the property service. A fundamental element within this operating model, regardless of the eventual size and shape of the property portfolio, is to centralise the property services function. Currently, this is dispersed across SBC and an operational decision has been taken to introduce a Corporate Landlord Model. This is recognised as best practice in local authority property asset management. Centralising property budgets, resource (e.g. people) and responsibilities, within the Property Team, will help drive efficiencies and the management of property related risks (e.g. statutory compliance).
- 2.10 A primary consideration in designing a new operating model for the property service is the shape and size of the supply chain (for professional services and works) and how this is managed. To develop the thinking in this area, a pilot exercise is to be run to test the risks and benefits of adopting a more strategic approach to supply chain management.

3 Options considered

- 3.1 The following options have been considered:
- Option 1 – approve the Phase I (concept) Estate Strategy, to enable Phase II to progress. Move forward with Phase II strategy development on the basis that the strategy will be built around a central Public Services Centre (Observatory House) as this is going to deliver significantly more financial benefit than the option that has an additional ‘Localities’ element to it. **This is the RECOMMENDED option**
 - Option 2 – approve the Phase I (concept) Estate Strategy now, with the ‘Localities’ element included in it. The ‘Localities’ element may subsequently get discounted, as part of Phase II. A concern with this option, is that it will cost time and money to do more detailed work on this option, when we already know that it will not deliver the optimum financial benefits. **This is not recommended.**
- 3.2 Any final decision on the disposal of individual assets needs to be subject to due diligence and approval at appropriate level in accordance with the Asset Disposal Strategy.

Background

- 4 The Council has not had a comprehensive Estates Strategy for some time. This is despite the Council holding a significant number of property assets and investing in land and buildings. Following the s.114 report and Department for Levelling Up, Housing and Communities (DLUHC) direction, the focus has been on disposing of surplus assets to raise capital. With good progress having been made in delivering the first phase of the Asset Disposal Programme and robust arrangements in place for completing it, there now needs to be a focus on developing an effective asset management strategy, by adopting a comprehensive Estates Strategy. The proposed Estate Strategy is a key enabler for delivery of Council services and for medium term financial health. The Strategy should focus on ensuring the Council’s property estate is safe, sustainable, provides social value, cost effective and that use of property assets are regularly reviewed taking account of robust data, records and value for money.
- 4.1 The development of the Phase I Estate Strategy started with the identification and analysis of key operational property assets. These are the assets that comprise the Operational Portfolio, which are the properties that have been held for operational reasons (e.g. to deliver Council services from) as opposed to the assets that are held for ‘Development/Regeneration’ or those that are held for ‘Investment’ reasons (i.e. to generate a revenue return). The appendix sets out details for the Operational portfolio and how they might fit within a new conceptual model (Phase I Estate Strategy).
- 4.2 The Corporate Plan, together with other key documents and emerging documents (e.g. Digital Strategy, Customer Access Strategy) have been reviewed to begin to establish the impact that these will have on the Council’s requirement for property in the future.

- 4.3 Agreeing a model is an important step in developing the final strategy and delivery plan. Having this as a distinct milestone enables a focus on strategic objectives and corporate alignment, without the distraction of individual assets.
- 4.4 Moving from Phase I to Phase II, which will provide a detailed delivery plan, will involve an estimated cost of c£125k.

5 Implications of the Recommendation

Financial implications

- 5.1 As part of the budget setting process for 2024/25 a challenging saving target of £1,400k has been agreed for the Estates Strategy. The draft budget has been submitted to Cabinet on the 18th of December 2023 and will be finalised in February 2024.
- 5.2 It is important to note that all the values of properties in the appendices are indicative. Therefore, each property needs to be reviewed on a case by case basis if as part of the strategy it is agreed to dispose of them. The value of the assets must be net of any income that the council currently achieve. The savings also must ensure that any cost required for implementation of the digital enablement for the optimal estate solution of £300k is managed within this £1,400k target.

Legal implications

- 5.3. Whilst there is no statutory requirement to have an Estates Strategy, many other public and private sector bodies have such a strategy to inform decision-making and service delivery. The use and location of property assets has a direct impact on residents and service users and as such the quality of service delivery. The Council has a best value duty which requires it to continuously improve its services and this includes how its property assets support service delivery. The introduction of digital technology has changed the way some services are accessed and how staff deliver services, which requires an ongoing review to ensure that any property holdings remain fit for purpose.
- 5.4 DLUHC has consulted on draft best value guidance and the emerging guidance refers to the best value principle around use of resources. This requires that fixed assets are managed efficiently and effectively. It also confirms an indicator of possible failure is an underinvestment in back-office services and a high dependency on high-risk commercial income for service delivery and balancing budgets. In relation to service delivery, the emerging guidance refers to well-functioning authorities taking an innovative approach when considering how services will be designed and delivered in the future and evidence of failure as opportunities for efficiency savings and improvements not being assessed in any meaningful way. Understanding the cost and value of physical assets and keeping their use under constant review to ensure they remain efficient and best placed to support service delivery is a key part of compliance with the best value duty.

5.5 The Council has regulatory responsibilities in relation to its property assets, including health and safety duties. An Estates Strategy should assist the Council to ensure its property assets are safe, suitable, support service delivery and are sustainable.

5.6 When making decisions, the Council must ensure these are supported by evidence and relevant information. The Council has had issues in the past with record keeping and the quality of its data. In order to make informed decisions, the Council must have good quality information on the cost of maintaining buildings, future maintenance programmes and any statutory or other legal restrictions on the use of property assets. As a local authority, the Council is not in the same position as a private sector property owner. It holds many of its property assets for specific purposes and must follow proper due diligence and processes before making decisions to change its use or dispose of it.

Risk management implications

5.7 The table below sets the key risks

Risk	Summary	Mitigations
Financial	To summarise 4.1 There is insufficient transformation funding to carry out the work that the optimum Estate Strategy would require – e.g. to support channel shift away from face-to-face contact within buildings	A cost for the digital enablement to support an optimum Estate solution has been estimated at £300k. The relative priority for this funding is to be considered by the relevant Executive Directors
Legal	To summarise 4.2	.
Reputational	The Council has been criticised for the manner in which decisions to acquire and dispose of assets has been taken	A more comprehensive and transparent approach to future decisions

Environmental Implications

5.8 There are no direct environmental implications as a result of the recommendations contained in this report. However, the strategy is likely to lead to a smaller property portfolio, which will deliver environmental benefits – e.g. a smaller carbon footprint.

Equality implications

5.9 The Council has a duty contained in section 149 of the Equality Act to have due regard to the need to:

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The protected characteristics are:

- age
- disability;
- gender reassignment;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation.

The broad purpose of this duty is to integrate considerations of equality into day-to-day business and to keep them under review in decision making, the design of policies and the delivery of services.

Procurement implications

5.10 One of the Directions includes specific reference to the procurement and contract management function. Any element of this project that requires procurement will be subject to our usual procedures.

Workforce implications

5.11 The key implication for the workforce is the extent to which decisions on the future use of assets impact on their place of work. The Estate Strategy will involve a consolidation of back-office functions into Observatory House.

Property implications

5.12 The Estate Strategy is key to establishing the future of the council's operational estate.

6 Background Papers

None

Confidential



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OPERATIONAL AND COMMUNITY ESTATE REVIEW ESTATE STRATEGY (PHASE 1)

FINAL

NOVEMBER 2023



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EXECUTIVE SUMMARY



WHY HAVE AN ESTATE STRATEGY?

Slough Borough Council (“SBC”) is custodian of a diverse property portfolio comprising Operational and Community, Investment and Development assets. Whilst property has inherent monetary and social value, it can also represent a significant liability. Given, SBC’s financial position, it must be clear about the ‘purpose’ of its assets and, if there is ‘no purpose’ and the asset is failing to meet SBC’s strategic objectives, a case for disposal or transfer can be made. This will help to stabilise budgets and meet the requirements of the Capitalisation Direction agreed with DLUHC.

Best practice in local authority property asset management promotes having an Estate Strategy, and there are multiple benefits in doing so. First and foremost, an Estate Strategy provides a holistic account of the subject portfolio and its different component parts. Next, it provides an opportunity to challenge how the sub-portfolios and specific assets support the Council’s key objectives, as set out in the new Corporate Plan, during the short, medium and longer term. This comprehensive approach enables insightful management of the property portfolio and sound decision-making to prevent abortive cost and missed opportunities.

This Estate Strategy is focused on SBC’s Operational and Community portfolio. SBC’s ‘Development’ and ‘Investment’ portfolios were reviewed in 2021/22, and this formed the starting point for the Asset Disposal Programme.

The SBC Operational and Community portfolio supports a range of important ‘front-line’ services which creates more complexity. A greater depth of review and analysis is therefore required, taking account of local population need and service strategies, before strategic decisions can be taken about the future of operational property.

This Phase 1 Operational and Community Estate Strategy has been developed over a six-month period allowing for engagement across service departments so that the future need for SBC assets can be considered in the light of new and emerging objectives and strategies. Fundamentally, the Estate Strategy has been developed in direct response to the new Corporate Plan, the emerging Local Plan and growth projections and new service strategies.

Approach to developing the Operational Estate Strategy (Phase 1):



Strategic Context (Stage A)



Estate Familiarisation (Stage A)



Directorate Priorities (Stage B)



Sub-Portfolio Review (Stage B)



Opportunities Testing (Stage C)



Phase 1 Strategy Evolution (Stage D)



THE ESTATE STRATEGY (PHASE 1) CONCEPT

This Operational and Community Estate Strategy (Phase 1) proposes a re-alignment of Slough Borough Council's 67-strong in-scope asset portfolio. This will enable new corporate objectives, meet customer and residents' need and support SBC's financial sustainability.

This Phase 1 Strategy is not a 'fait accompli'. It proposes a concept for further assessment and debate so that a detailed Strategy can be developed under Phase 2.

The Phase 1 Estate Strategy concept is summarised opposite, and a visualisation of how the future operational and community estate could be aligned is provided overleaf.

The proposed re-alignment of the Operational and Community estate has the potential to unlock significant benefits for our residents and meet a range of SBC's Borough-wide objectives. The full extent of these benefits will be appraised following further detailed analysis during Phase 2 of the Strategy development.

From a financial perspective (which is not the only driver for this Estate Strategy), the proposed re-alignment may be able to unlock more than £3M of gross annual cost savings and capital receipts of c.£59M.

These potential benefits and outcomes will be explored in detail under Phase 2. Figures are, therefore, heavily caveated at this stage.

PROPOSED OPERATIONAL AND COMMUNITY ESTATE RE-ALIGNMENT

- ✓ **The creation of a single Public Service Centre serving the Borough.** In collaboration with partners, the Public Service Centre (PSC) would provide a focal point, and front door, for a range of general and targeted public services. It would also offer efficient and effective office accommodation to support the Council, and its partners, to serve the Borough.
- ✓ **The Children's & Family Hub portfolio.** Focussing in five core locations and supporting the objectives of Slough Children's First, the hubs occupy 'sensitive' locations integral to primary school sites.
- ✓ **A portfolio of Specialist Assets.** These will be core to statutory service provision and the delivery of other important Council objectives. This portfolio includes assets supporting recycling and waste, cremation and burial, leisure and housing for adults and children. It would also include core car parking assets that deliver a positive economic benefit to the areas they serve and a sustainable income for the Council.
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- ✓ **A new Corporate Landlord estate governance model.** To lead the delivery of the proposed estate re-alignment and the ongoing strategic management of the retained estate.

SUPPLEMENTAL OPTION: In addition to the PSC, the redefinition of a network of Locality Buildings. These would respond directly to resident need and provide a front door to bespoke advice and services. The number of Locality Buildings would be based on proven need and may represent opportunities for collaboration and colocation with Partners.



THE ESTATE STRATEGY (PHASE 1) CONCEPT ILLUSTRATION



Our future core estate will support our new Corporate Objectives:



Our core estate will enable us to build trust and provide resident focused services:



This will also allow us to support financial sustainability.

Estate that does not support our direct service provision will be reviewed and, where appropriate to do so, will be placed in the hands of our communities.



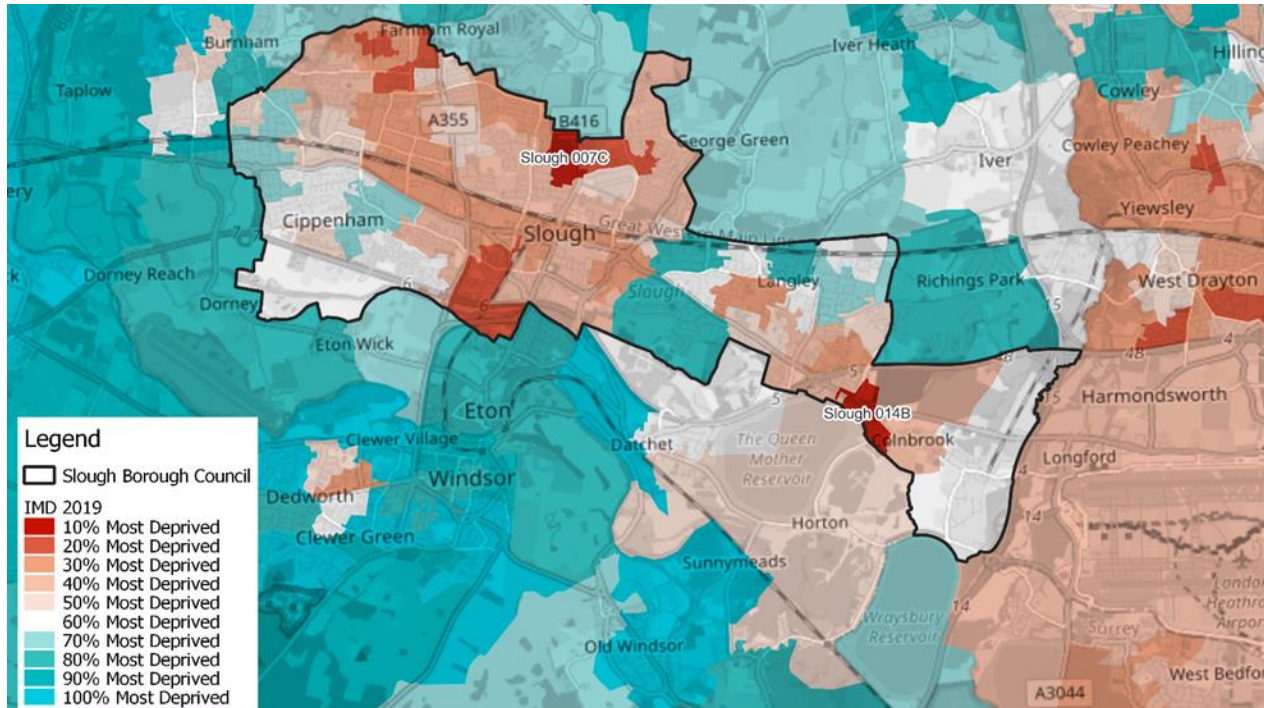
STRATEGIC OBJECTIVES



UNDERSTANDING THE FUTURE OF SLOUGH

In the next 10 years, Slough Borough will see the delivery of around 10,000 new homes, 3,000 of which will be in a central, town centre location. Planning operational and community estate to meet existing, and future, need will be key.

A robust understanding of Slough's socio-economic, environmental and wider place characteristics is important when considering plans for future statutory and non-statutory services, and other strategic objectives, that will impact on future Operational and Community Estate needs. Headlines from SBC's People and Place baseline are summarised in the following pages.



- Slough is a **well-connected** district, with excellent connections to nearby London, Reading, and Windsor. Slough's proximity to Heathrow Airport is a major advantage.
- The Borough's **population is projected to remain stable** until the early 2040s with low growth compared to previous 20-year period and against regional and national averages.
- The Borough is **highly ethnically diverse** with a particularly large South Asian population.
- Slough has a **younger average age** than at the regional and national levels.
- The local **economy underperforms regional and national averages**.
- There are **pockets of high deprivation scattered around the city**. The City Centre itself is more deprived and has issues with barriers to housing and crime.
- Slough Borough faces numerous challenges, including significant pockets of deprivation, an **ageing population**, and **high unemployment**.



TAKING ACCOUNT OF STRATEGIC POLICIES AND PLANS

Several strategies and policies are in place across SBC to shape and influence services and priorities. Together they provide a clear vision and direction of travel for SBC, and identify actions required to continue to strengthen ways of working.

The diagram to the right illustrates the breadth of strategies and planning policies which must be taken into consideration when planning the future Operational and Community Estate.

The strategies and policies together capture demographic and place intelligence and how SBC is responding to challenges facing local communities, providing best value to its residents, prioritising commitments, and planning for future needs.



DELIVERING STRATEGIC OBJECTIVES

Slough Borough Council Corporate Plan

A new Corporate Plan was approved in September 2023. The Plan proposes a new set of SBC values that have guided this Phase 1 Estate Strategy:



RESIDENT
FOCUSSED



PROVIDING
FINANCIAL
SUSTAINABILITY



ENABLING
RESIDENTS AND
COMMUNITIES



STRENGTHENING
PARTNERSHIPS



BUILDING TRUST

Further, with a strong focus on closing the 'healthy life expectancy gap' through an increased focus on the Borough's children, three new strategic priorities are also key to the operational estate of the future:

 <p>A borough for children and young people to thrive</p>	 <p>A town where residents can live healthier, safer and more independent lives</p>	 <p>A cleaner, healthier and more prosperous Slough</p>
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SBC's new strategic objectives will provide clarity and direction as this Phase 1 Estate Strategy is further developed and a next layer of detail for the future operational and community estate is defined.

Slough Borough (New) Local Plan

The new Local Plan Regulation 19 consultation is due to start in late 2023.

Consultation on the Preferred Spatial Strategy (see overleaf) was concluded in March 2021 and has five key components that can be summarised as:

1. **Delivering major comprehensive redevelopment within the "Centre of Slough" (and protecting existing business areas*).**
2. **Selecting other key locations for appropriate sustainable development.**
3. **Enhancing our distinct suburbs, vibrant neighbourhood centres and environmental assets.**
4. **Protecting the "Strategic Gap" between Slough and Greater London*.**
5. **Promoting the cross-border expansion of Slough to meet unmet housing needs**.**

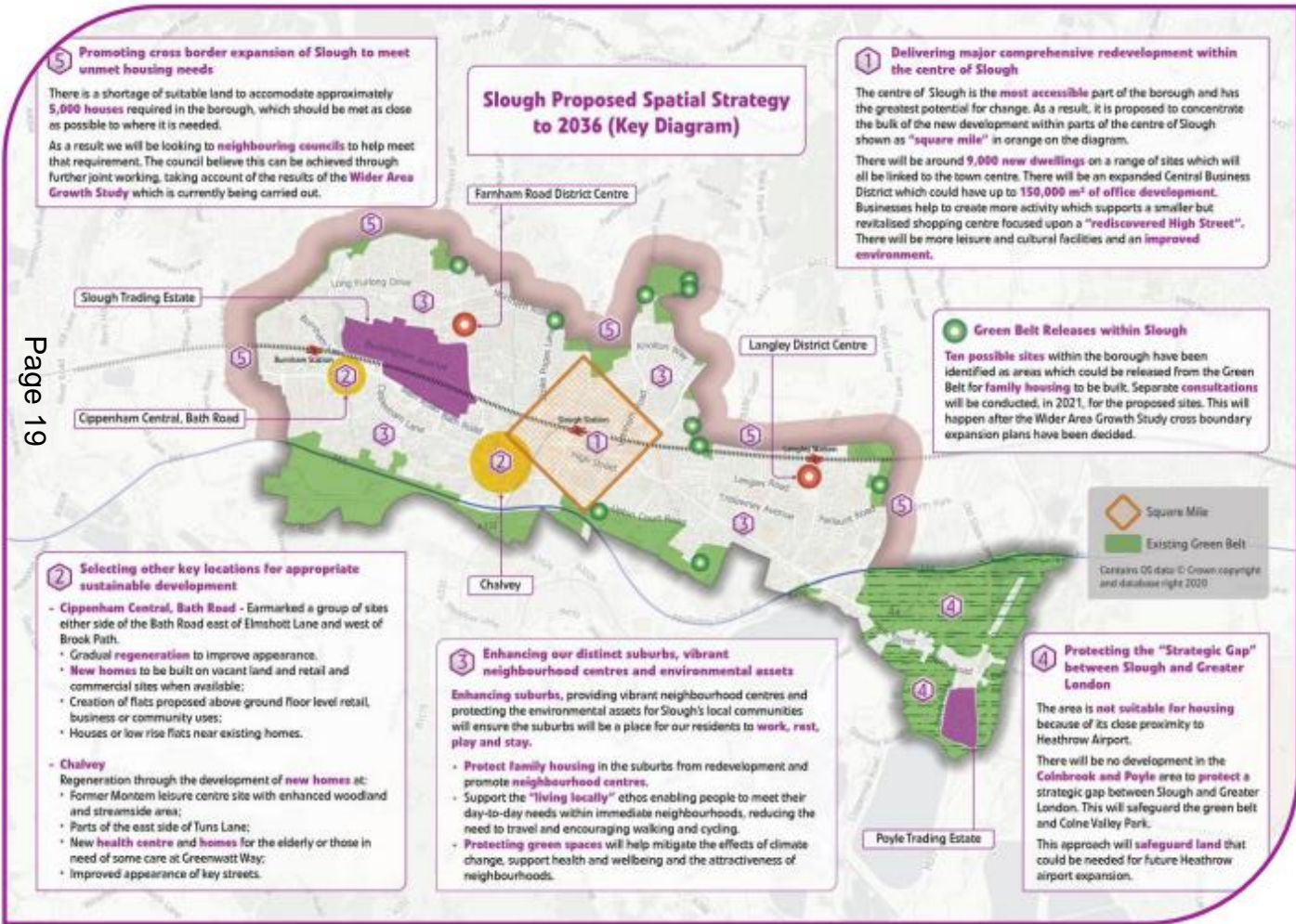
*reflecting a change to economic landscape following the pause to expansion plans for a third runway at Heathrow, but not fully the implications of the data-centre cluster in Slough on employment generation.

**work to address affordable family housing supply continues, but Slough will be unable to deliver housing outside of its administrative boundary.

In the next 10 years, some 10,000 new homes will be delivered in Slough Borough, 3,000 of which will be in a central, town centre location. The Council's operational and community estate has an important role to play in responding to existing, and future, public service requirements.



DELIVERING STRATEGIC OBJECTIVES (CONT.)



Slough Trading Estate

As Europe's largest single ownership trading estate, it is home to a large and growing cluster of warehousing, factory and workshop uses and is a major employment centre.

A4/Bath Road

This is a key economic corridor straddling the Bath Road, which is home to multinationals, high grade office, flexible business units and warehousing space.



Slough Town Centre

Slough's town centre will be the Borough's economic heart and primary office and retail location, currently undergoing large-scale regeneration creating a broader mix of uses.

Farnham Road

An important retail and commercial corridor servicing local communities and providing important north/south connections across the Borough.

Langley

A key neighbourhood centre which offers a mix of retail, office and warehousing space, adjacent to key transport corridors and residential areas.

Poyle

On the far eastern boundary of Slough, this area has a high density of warehousing floorspace, servicing Heathrow airport and surrounding motorway connections.

Slough lies within the Eastern Berkshire Functional Economic Area
 the Borough has strong links and economic relationships with Windsor and Maidenhead and South Bucks

Slough Borough Inclusive Growth Strategy (2020-25) – Main Economic Centres

- Economic Heart: Slough Town Centre
- Industrial Core: Slough Trading Estate, Bath Road (A4)
- Local Centres: Farnham Road, Langley, Britwell

There are two key town centre regeneration projects:

1. ADIA/British Land Queensmere Shopping Centre redevelopment to provide c.1,500 new homes with ancillary leisure and retail uses. Queensmere Shopping Centre currently provides 575 car parking spaces, and this number will reduce as part of the proposals
2. Homes England / MUSE North West Quadrant mixed-use redevelopment to provide new homes and offices.



DELIVERING STRATEGIC OBJECTIVES (CONT.)

Slough Borough Council Service Plans

Strategies and policies are in place across SBC to shape and influence services and priorities. At the time of writing, several strategies are being refreshed to align with the SBC's new Corporate Plan priorities, and new Government policies. The following represents the service strategies that will have most influence on planning SBC's future operational and community estate. Importantly, the future estate must reflect local need and how best to respond to challenges facing local communities and deliver best value to our residents.

- Libraries Needs Assessment (2022)
- Slough Children's Centres Consultation (closed March 2023)
- 3 Year ICT & Digital Strategy (approved March 2023 to be reviewed and updated in February 2024)
- Housing Strategy (approved September 2023)
- Accommodation Strategy (to become part of the Estate Strategy)
- People Strategy (in drafting)
- Customer Access Strategy (to be presented to Spring 2024 Cabinet)
- Adult Social Care Strategy (in drafting)

Updated strategies will be considered as the Estate Strategy moves from the Phase 1 concept into the detail of Phase 2.

Slough Borough Council Guiding Estate Principles

Having regard to SBC's new strategic objectives, the future growth of our Borough and SBC's service aspirations, a series of guiding estate principles have been set. These will be important as the detail of the Phase 2 Estate Strategy is developed:

In the Future our Operational Estate will be:

1. **DIGITALLY ENABLED.** Having (or capable of having without prohibitive expense and remodelling) the right infrastructure to meet our principle of 'Digital First' (where it suits the customer).
2. **SITUATED IN OPTIMUM LOCATIONS.** Planned to support the needs of our customers and communities - and staff delivering services to our customers and communities.
3. **RIGHT-SIZED.** Without impacting service delivery, the estate is to be 'right-sized' (consolidated) to unlock revenue savings and maximise capital and revenue income in support of the savings target.
4. **MULTI-FUNCTIONAL.** Where possible, the estate is to optimise the breadth and depth of activities undertaken to enable a move away from a one-dimensional use of an asset. Colocation with Partners will be key – and the estate must support this.
5. **COMMUNITY FOCUSED.** The community/social value of assets should be optimised, and community stewardship of assets explored. There should not be an automatic 'open market disposal' approach but market value should apply in parallel with a grant funding approach. A proactive approach, guided by Community Asset Transfer policy, will be undertaken by the Council.
6. **FUTURE PROOFED.** Fit for purpose buildings with flexibility so the Council can adapt services to meet future needs.
7. **INVESTED IN.** Where it is proven value for money to do so (via a robust business case).
8. **USED TO LEVERAGE REGENERATION.** To support the delivery of regeneration priorities.
9. **SUPPORTING NET ZERO.** Estate must be deployed, adapted or delivered to meet the Council's support to a carbon zero Slough.
10. **STRATEGICALLY MANAGED.** To create a more efficient asset management model that enables the above objectives and drives further benefits from the Operational Estate portfolio whilst mitigating liabilities.



OPERATIONAL & COMMUNITY ASSET PORTFOLIO



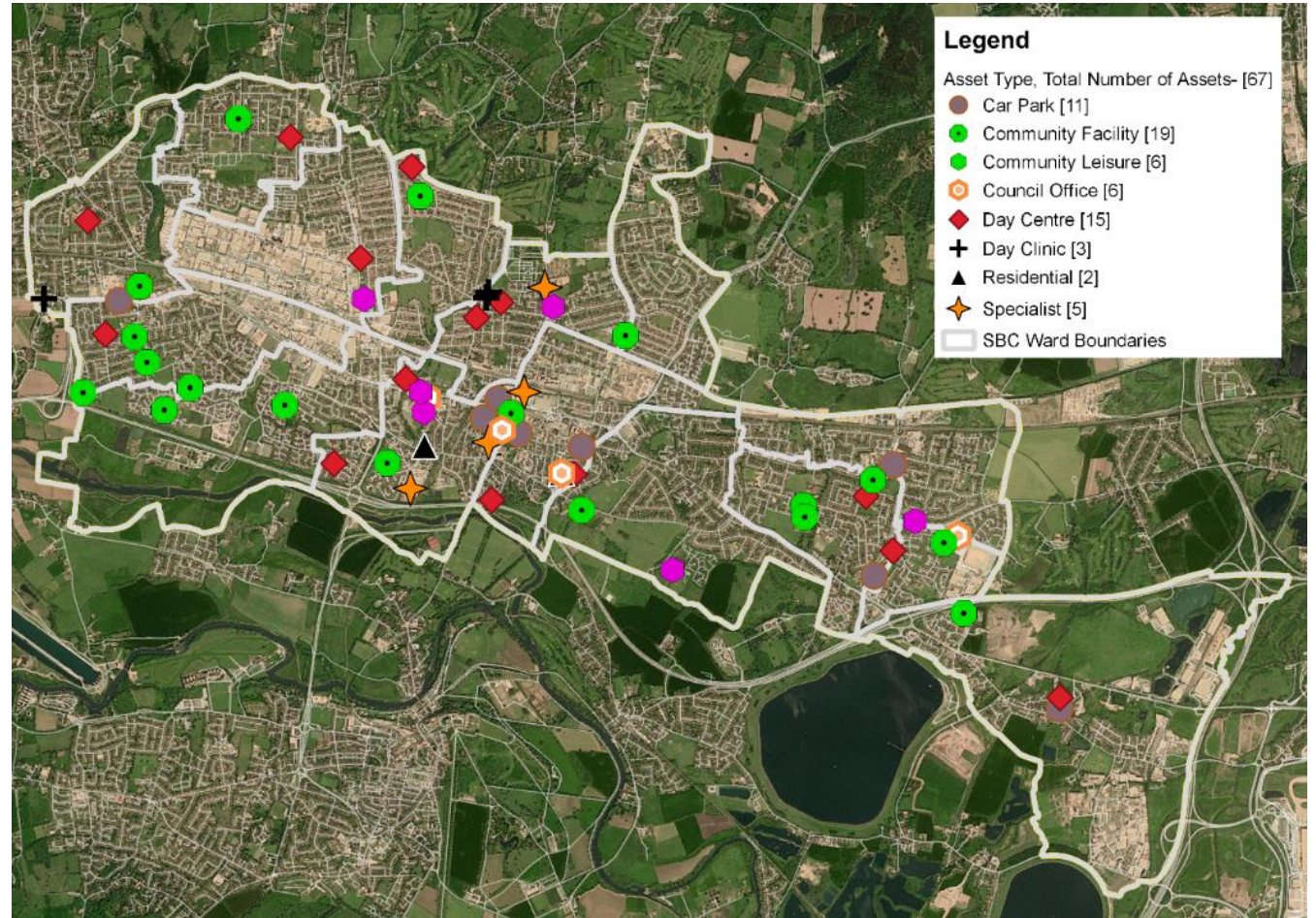
UNDERSTANDING THE IN-SCOPE ASSETS

Slough Borough Council's In-Scope Operational and Community Assets Portfolio is complex. It comprises 70 assets enabling the direct and in-direct delivery of a range of public-facing front-line and support services to meet Corporate objectives.

An important part of the Estate Strategy Phase 1 development has been to understand the functionality of the in-scope Operational and Community assets.

The 70 in-scope assets support a range of functions that broadly fall into eight categories:

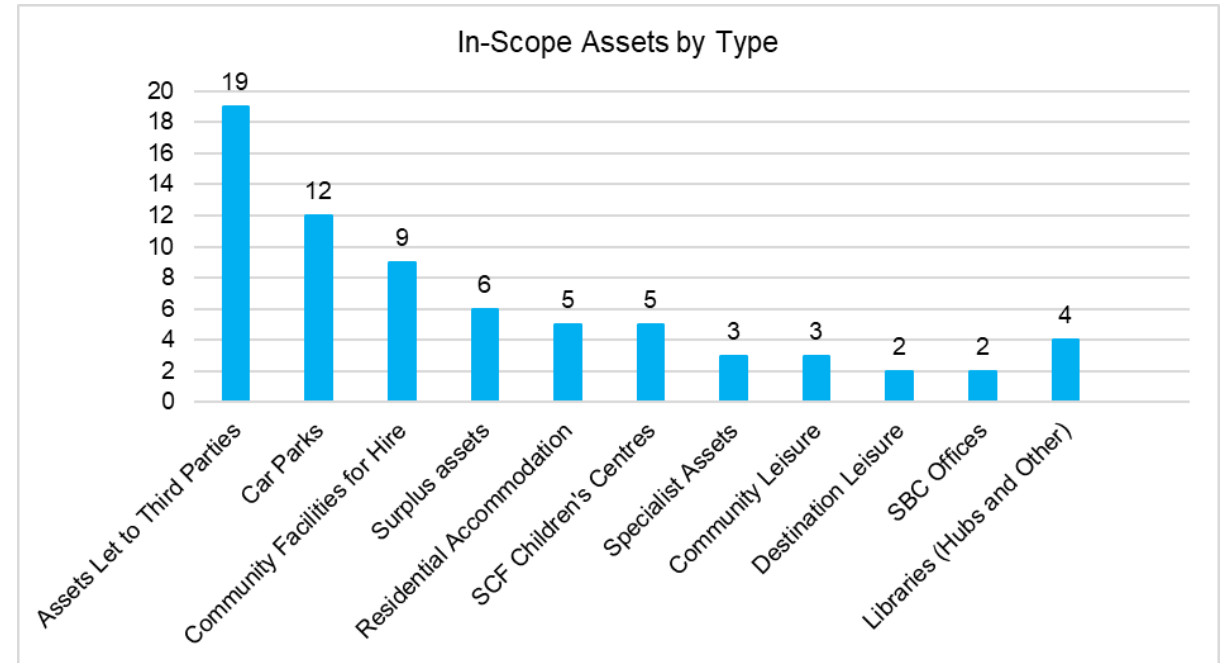
1. Direct SBC service provision eg. depots.
2. Indirect (SBC commissioned/third party) service provision eg. residential homes, day centres, voluntary services.
3. Corporate functions of the SBC eg. HQ
4. Statutory duties eg. crematorium (note: assets listed in other categories are also used to deliver statutory functions in accordance with statutory duties).
5. Health and wellbeing of communities eg. community centres, recreational sites, leisure & sports facilities.
6. Education and skills agendas eg. libraries, museums.
7. Regeneration and economic growth agendas eg. car parks.
8. Income streams for the SBC though it could be argued that this is an 'ancillary' function of the operational portfolio.



UNDERSTANDING THE IN-SCOPE ASSETS (CONT.)

As the functionality of the Operational and Community assets became clearer, the 67 assets were assigned an 'asset type' as follows:

SBC Assets Let to Third Parties performing an important local service	including Mental Health, Treatment & Recovery, HIV testing, Refugee Advice Centres, a Deaf Club etc
SBC Car Parks	surface and multi-storey
SBC Community Facilities for Hire	including Community Centres and Changing Rooms
SBC Surplus Assets	assets currently vacant or to be vacated
SBC Residential Assets	for Children's Respite, Temporary Housing and Adults with Learning Difficulties
Slough Children's First Children's Centres	in locations determined by a recent consultation exercise and approval to a strategy
SBC Specialist Assets	including Cemetery, Crematorium, Waste Transfer, Bus Station
SBC Community Leisure Facilities	indoor and outdoor sports and leisure facilities that predominantly serve their communities
SBC Destination Leisure Facilities	- facilities that attract a significant user group from outside the Borough e.g. Salt Hill and the Ice Arena
SBC Offices	main office buildings where SBC staff are currently based
SBC Libraries / Hubs Buildings	serving their immediate local communities in Britwell, Chalvey, Cippenham, Langley and the Central area



The asset familiarisation process has helped to provide a much clearer view of the purpose of the 67 in-scope Operational and Community assets and has informed the proposed estate re-alignment concept under the Phase 1 Estate Strategy.

This has led to further asset categorisation as set out overleaf.

It is important to note that, as the detail emerges in Phase 2, it is possible that assets could be recategorised – which is an important part of maintaining a strategic approach to the development of the Estate Strategy and ensuring that the future Operational and Community estate has a clear 'purpose'.



RE-THINKING THE IN-SCOPE ASSETS

As a result of asset familiarisation, stakeholder engagement, a review of strategic objectives and the socio-economic evidence baseline as part of this Phase 1 Estate Strategy, a series of new asset categories have emerged that can be applied to future Operational and Community assets. The newly proposed asset categories are summarised below and described in more detail on the following pages.



A Public Service Centre (PSC) is a core operational asset that provides a modern 'back office' environment for Council staff (and partners) to co-work and collaborate in the upper floors and a ground floor 'customer-facing' access point providing a range of statutory and non-statutory Borough-wide and Local 'self-serve' and 'targeted' services - the latter benefitting from a sensitively designed, separately accessed area. It is possible that the activities (Council and third party) in some assets may be suitable for transfer into the PSC (or possibly Locality Buildings – subject to evidenced need), thereby releasing the existing asset for disposal. This should be assessed under Phase 2.



Locality Buildings – supplementary to the PSC and subject to evidenced 'need', these could also provide a 'front-door' to Council (and partner) services that specifically meet the needs of the local communities. The Locality Buildings may support statutory (eg. library) and non-statutory local 'self-serve' and 'targeted' services in collaboration with partners. To determine the number and exact role of Locality Buildings, further work is required under Phase 2. There may be activities taking place in assets within the wider Community portfolio suitable for transfer into a Locality Building, thereby releasing the existing asset for disposal. Again, this should be assessed under Phase 2 if there is evidence for Locality Buildings need.



Specialist Assets are core operational assets that support a statutory and / or unique Borough-wide service that is technical in its nature and requires its own bespoke accommodation or a discreet site. Assets falling into this category include the Waste Transfer Station, Cemetery and Crematorium, the Bus Station, Adult Services Residential Accommodation and Leisure Centres (that may also have the potential to offer access to local services). There are 12 Car Parks listed that require a focussed review under Phase 2 to determine the role that each currently performs in its locality (usage, income, positioning) and whether demand exists for parking within the specific location moving forwards. The review will enable the development of a Car Parks Strategy highlighting 'retain', 'dispose' and 'relocate / dispose' opportunities.



Children's & Family Hubs are core operational assets providing a safe and positive environment for children, parents, carers and specialists to work together. The Children's & Family Hubs portfolio has been determined following a recent community consultation exercise. Slough Children's First will provide services from 5 core Hub locations mostly embedded within primary school sites at Penn Road, Monksfield Way, Yew Tree Road, Chalvey Grove and Romsey Close. The former Children's Centres assets will be assessed for alternative use or disposal.



Community Assets do not support a direct Council service but indirectly enable a range of Council objectives to be achieved within their local communities. Community Assets provide important places for local communities to come together and engage in a range of activities and, as such, these assets should be placed in the hands of local organisations who are well positioned to manage local expectations. Assets within this category include Community Centres, Changing Facilities, Youth Centres, local Sports Clubs - and surplus Children's Centres could also be put into this portfolio. Further work is required to determine a future strategy for individual assets or a portfolio approach. Some organisations using the assets have approached the Council about an acquisition of the freehold or a new lease, this should be assessed as part of a comprehensive review under Phase 2. SBC will adopt a proactive approach to exploring the potential of Community Assets, guided by Community Asset Transfer policy.



Some assets within the have been marked as '**Dispose**' because they are already surplus to requirements (eg. Langley Resource Unit, St Martin's Place) or will become surplus to requirements in the short term (eg. Hawker House). Other assets that are not required for the direct delivery of Council services should be reviewed under Phase 2. Slough Crown Court is listed in this category as it could form part of a wider site redevelopment alongside Thames Valley Police and the Probation Service, so needs careful consideration before action is taken (eg. the renewal of a lease).



A PUBLIC SERVICE CENTRE

SERVING THE BOROUGH



A PUBLIC SERVICE CENTRE – INTRODUCTION

What is a Public Service Centre (PSC)

A local authority PSC is a centralised and integrated facility or platform established by a local government or municipal authority to provide a wide range of public services and information to residents within a specific jurisdiction.

These centres are designed to streamline access to government services, improve efficiency, enhance customer service, and facilitate citizen engagement. Local authority service hubs aim to enhance the overall citizen experience, improve government responsiveness, and promote a more efficient and accessible local government.

By centralising services and adopting digital solutions, they contribute to modernising public administration and creating a more citizen-centric approach to governance.

The Central Hub Proposal

This Phase 1 estate strategy is proposing the creation of a PSC serving the Borough. In collaboration with partners, the Central Hub would provide a focal point for a range of self-serve and targeted public services. It would also offer modern office accommodation to support the Council, and its partners, to serve the Borough. The PSC would align with SBC's ICT & Digital Strategy – due for review in February 2024.

The PSC could provide an important opportunity to bring a range of public services 'under one roof' to improve efficiency, enhance customer service, and facilitate citizen engagement. The specific services are to be determined by an ongoing study, but may include:

- Service Coordination
- Information and Assistance
- Online Services
- Community Engagement
- Citizen Service Centers
- Permit and Licensing Services
- Payment Processing
- Community Resources
- Complaint Resolution
- Transparency and Accountability
- Digital Services and Mobile Apps



Public Service Centre example - The Forum, Hemel Hempstead town centre.
A 75,000 sq. ft. energy-efficient building with a rating of 'excellent' for sustainability has brought a variety of important services together in an accessible, vibrant, state-of-the-art building central to the Borough:

- Voluntary services area
- Customer services (Dacorum BC)
- Library (Hertfordshire CC)
- Public rooms (including 'Council Chamber space' (All))
- Registrars and Ceremonial room (Hertfordshire CC)
- Open plan HQ offices (for DBC plus accessible to partners)
- NHS and Police partners were engaged from the outset but pursued their own strategies.



A PSC FOR SLOUGH BOROUGH

AIM: The creation of a Public Service Centre serving the Borough.

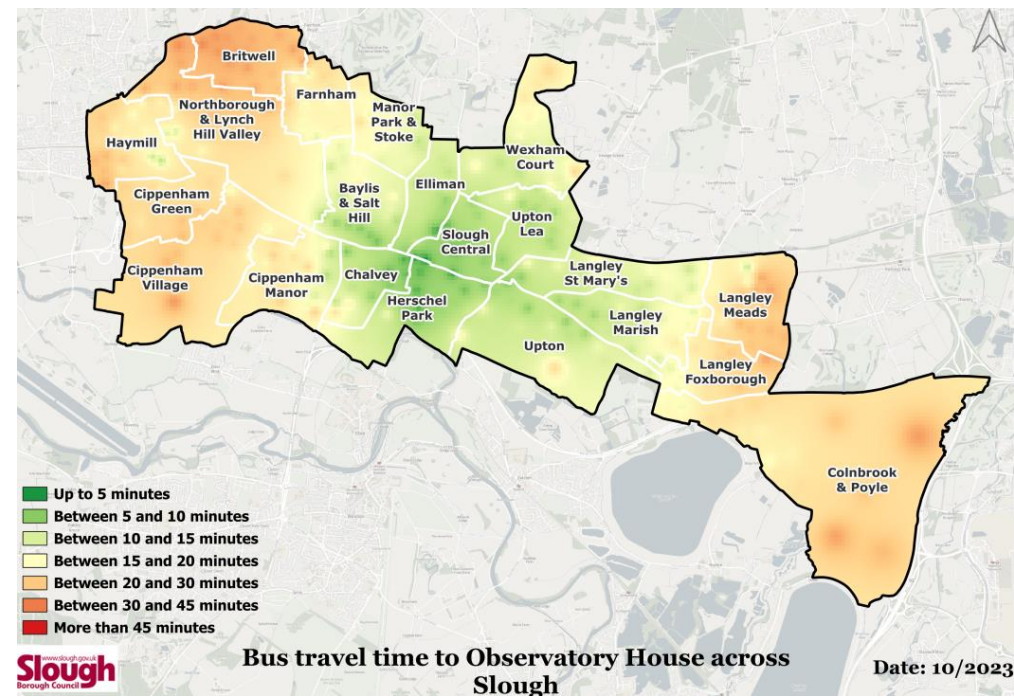
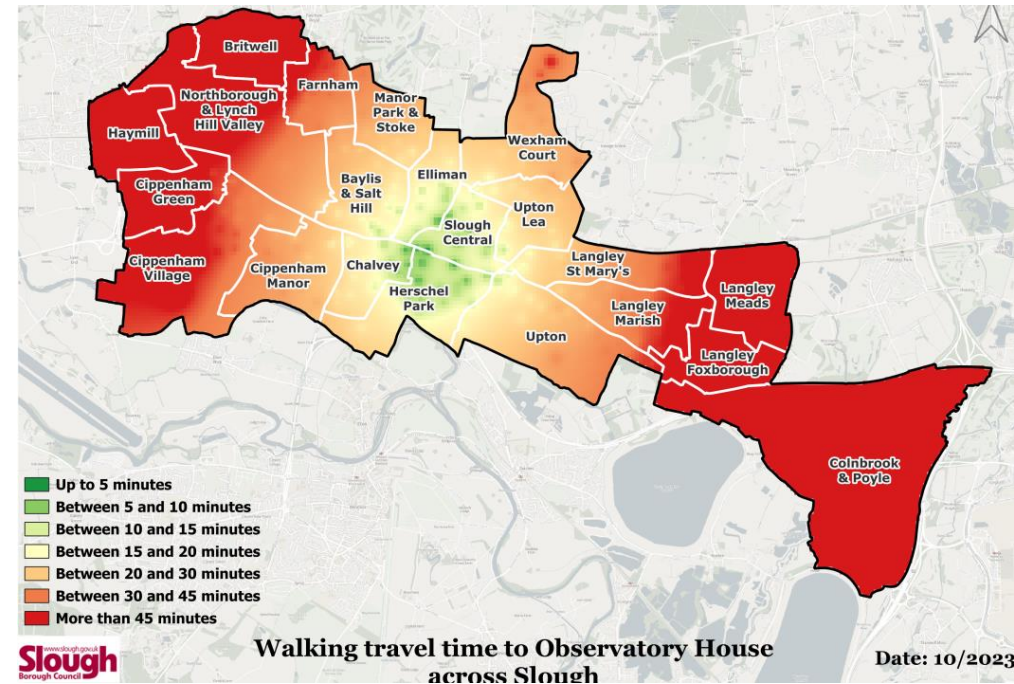
In collaboration with partners, the PSC would provide a focal point for a range of general and targeted public services. It would also offer efficient and effective office accommodation to support the Council, and its partners, to serve the Borough.

To develop the detail of the PSC concept, as part of Phase 2 of the Estate Strategy, SBC will determine the role of a PSC and the best value for money option for accommodating required PSC functions – including the consideration of assets within SBC’s existing portfolio, and in third party ownership.

SBC has two significant operational assets in Slough Town Centre – Observatory House, at 25 Windsor Road and The Curve, on William Street. The buildings are 4 minutes walk apart. They are central to the Borough being on the boundary of the Upton and Slough Central Wards which are in the 30% most deprived communities. Both assets are within a 10-minute walk of Slough Railway Station. Analysis of bus and walking travel times indicates that 80% of the Borough’s households could access the two buildings by bus within 30 minutes and 30% of households would be able to walk to the buildings. Wards within a 15-minute walking distance of the buildings include Elliman Herschel Park, Chalvey, Baylis & Salt Hill and Slough Central Wards. A bus journey time of 15-minutes would mean that the buildings serve a population extending to Langley Marish to the east, Wexham Court and Manor Park & Stoke to the north, Cippenham Manor to the west and Upton to the south.

Observatory House is a modern, BREEAM Excellent 10,338 sq m (111,261 sq ft) office building. Originally constructed in the mid-1990’s, the building underwent a major refurbishment in 2017 before the building was acquired by the Council in 2019. In 2020, the COVID-19 pandemic struck, and occupation of the building remains very low at c.10%. SBC is freeholder and primary occupier of the property. An area has been let to Slough Children’s First. There is no public access to the building currently. Access to customer services is via appointment only at the Chalvey and Britwell hubs and Langley and Chippenham libraries. Observatory House incurs a net cost to SBC of c.£1.6M per annum.

The Curve is a modern 4,500 sq m (48,439 sq ft) statement building completed in 2016. Owned and operated by SBC, its is home to Slough Borough’s Central Library, Registrars services, a performance venue, gallery, Slough Museum, community learning spaces, computer suites and exhibition space. The Curve incurs a net cost to SBC of c.£0.76M per annum. Note figures are caveated.



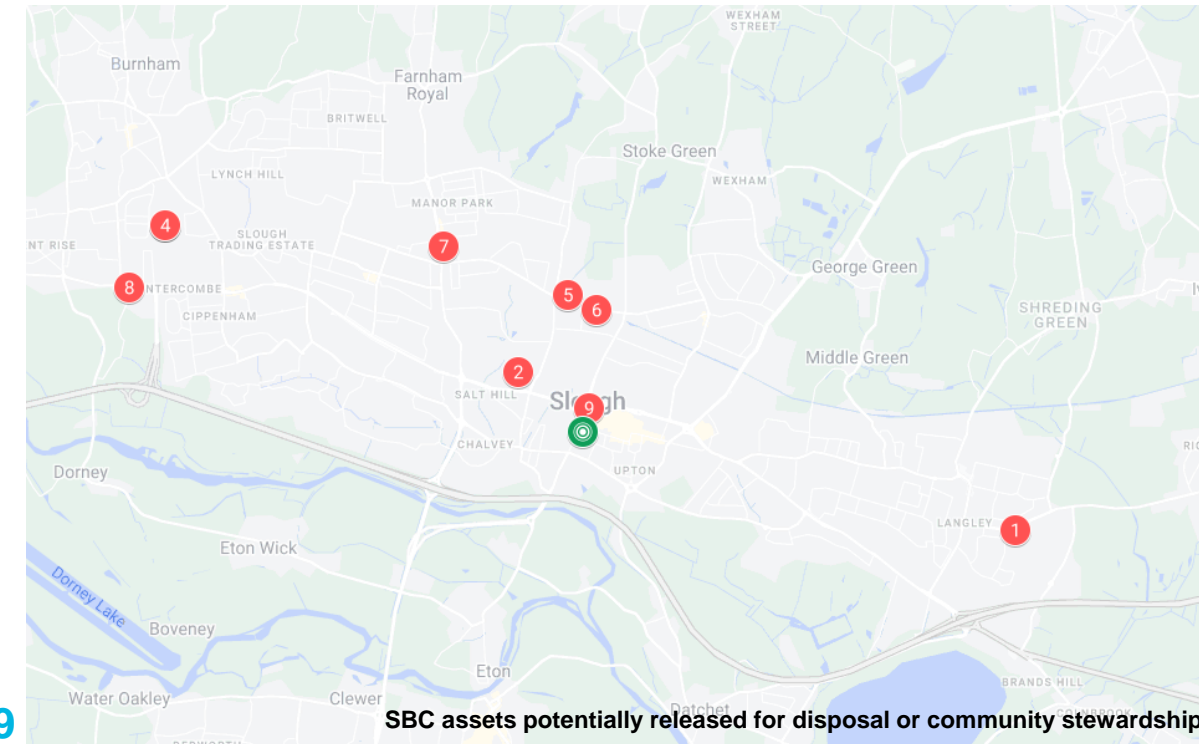
DETERMINING THE RIGHT PSC SOLUTION

Ref	Site / Building Name	Use and comments	Address
1	Hawker House	Council Office: Over 100 external staff providing Housing Services. Contract to expire in 2027.	Heathrow Business Park, Heron Drive, Langley, Slough
2	28 Bath Road	Community Letting: Slough Refugee Support	28 Bath Road (Salt Hill Park)
3	39 Laurence Way	Community Letting: Slough Refugee Support	39 Laurence Way
4	98 Laurence Way	Community Letting: Slough Refugee Support	98 Laurence Way
5	New Horizons (Pursers Court)	Community Letting NHS: Base for Community Mental Health Team in Slough. The team works with adults, with complex and severe mental health difficulties.	Pursers Court, Slough
6	Elliman Resource Centre, 27 Pursers Court,	Community Letting: The Slough Treatment Advice and Recovery Service provides advice, support and treatment for people with drug or alcohol problems in the Borough of Slough. The service is commissioned by the local authority public health team.	Elliman Avenue, Slough
7	254 Farnham Road (Mental Health Day Centre)	Community Letting: Crossroads Care Slough is a registered charity which provides care and care-related services for people in Slough and their carers.	254A Farnham Road, Slough
8	629 Bath Road (Thames Valley Positive Support)	Community Letting: Support for people living with HIV, providing information and support after a positive HIV diagnosis. Free HIV Testing on site, community, or postal testing.	629 Bath Road, Slough
9	The Curve	Community Facility: Leisure & Culture	The Curve, William Street, Slough
0	Observatory House	Council Office	25 Windsor Road, Slough

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The Phase 2 study will consider the functionality of a PSC based on population demand, SBC's organisational need, and the extent to which channel sift, through ICT & Digital investment and new approaches to Customer Services, can support the concept. Potential collaboration and colocation opportunities with Partner, such as NHS health organisations, the voluntary sector or the Police will also be explored.

An initial review of services that a PSC might accommodate (already taking place in the wider SBC estate) are indicated in the table opposite. The table indicates Observatory House being the PSC and The Curve being declared 'surplus to SBC requirements', with current services and activities in The Curve being relocated to a reconfigured Observatory House to optimise financial and service benefits. It is stressed that these are assumptions only that are being tested as part of a parallel business case exercise, and under the Estate Strategy Phase 2.



SBC assets potentially influenced by the Central Hub concept (see map opposite for locational references)

SBC assets potentially released for disposal or community stewardship

UNLOCKING A RANGE OF BENEFITS

The potential benefits of the above Public Service Centre (PSC) concept have been tested at a high-level pending greater detail in Phase 2.

It is important that the PSC concept is not simply seen in financial terms. Whilst it does offer the potential to support future financial sustainability, this is only one of a range of benefits that could be unlocked to benefit the residents of Slough Borough:

Potential Public Service Centre Benefits

A Central Hub serving Slough Borough could unlock a range of benefits for our residents as follows:

1. Agile and collaborative working
2. Improved service delivery
3. Capacity building
4. Enhanced data and information management
5. Regeneration of the town centre
6. Streamlined Governance
7. Operational efficiencies
8. Operational cost savings

Having regard to the activities and services that 'may' have the potential to relocate into a PSC, and the associated exit from a range of assets, there 'could' be significant an annual property cost savings in addition to capital receipts.

These figures are heavily caveated because 1) the PSC concept is to be tested as part of a Phase 2 study, 2) some property cost and income data is being validated, and 3) there could be other costs associated with the exit of assets that are currently unknown e.g. planned maintenance..

Key Areas of Focus in Phase 2

The consolidation and enhancement of public facing services within a single PSC serving the Borough (potentially at Observatory House) will require detailed consideration in Phase 2 of the Estate Strategy development. SBC will need to provide answers to the following:

- What role should the PSC perform ie. what services does SBC wish to deliver from the central location – and is there evidence (based on population need) to suggest that supplementary Locality Buildings are required?
- Could Observatory House accommodate these services? What would the optimum layout be? How much space would this absorb (and how much space would be left for sub-letting)? How much would any required reconfiguration works cost (on an invest to save basis).
- Are there any indications that bus network reliability can be improved to ensure that as many of Slough Borough's households can access a central location as possible?
- How does the new Customer Access Strategy support the centralisation of services – but also enable the 20% of households who fall outside of the 30 minutes bus journey time to access services and residents who are unable to use public transport altogether?
- Internally, how will the annual review of the ICT & Digital Strategy going to Cabinet in Q1 2024 support the proposed Estate Strategy and support the ways of working required to make it successful? Being able to support the right mix of office-based, hybrid and remote working will be key. Externally, will departments fully support the adoption of new digitally enabled working practices, so that residents are able to interact with the Council using digital channels more frequently. Will the estimated £300k to support this change be available?
- Can any surplus space within the PSC (Observatory House) be sub-let ie. what demand is there from public sector partners and / or compatible private sector third parties?



LOCALITY BUILDINGS

(SUPPLEMENTAL TO THE PSC)

SERVING THE IMMEDIATE COMMUNITY



LOCALITIES HUBS – AN INTRODUCTION

AIM: The redefinition of Locality Buildings in core locations across the Borough

In addition to the PSC (and subject to evidencing need), a network of Locality Buildings could provide a front door to bespoke advice and services. The number of Locality Buildings would be based on need and may represent opportunities for collaboration and colocation with Partners.

What role does a Locality Building play?

A Locality Building serves as a focal point for various activities and resources within a specific neighbourhood. These are typically designed to enhance community engagement, foster social connections, and provide essential services and support to residents. The specific functions and features of a Locality Building can vary widely depending on the local place objectives and evidenced need.

Locality Buildings often are intended to strengthen the sense of community, promote inclusivity, and improve the quality of life for residents in each area. They should be adaptable and responsive to the unique needs and preferences of the communities they serve.

Locality Buildings in Slough

The concept of a locality building is not new to Slough. Four assets within SBC's asset portfolio are currently described as 'community hubs':

- **Britwell Community Hub:** A community centre incorporating a library, MyCouncil service hub, learning opportunities, community activities, volunteering opportunities and a community garden.
- **Chalvey Community Hub:** A community centre incorporating Housing Advice and Customer Service desk. Further services / facilities within the building include training rooms used for the activities such as English language and conversation, reading and writing, diabetes clinics, citizen advice bureau and private functions.
- **Cippenham Community Hub:** A centre offering a library Service and Customer Service desk.
- **Langley Community Hub:** A centre offering a library Service and Customer Service desk.



Britwell and Chalvey Hubs



LOCALITY BUILDINGS ACROSS SLOUGH BOROUGH

The 2023 Libraries consultation found that respondents generally liked the idea of other public services being co-located, for example, within the current library buildings. Furthermore, other organisations, such as the Community Learning & Skills Service, have previously expressed an interest in delivering teaching and learning from all locations.

Whilst currently described as ‘community hubs’, the four buildings have limited co-located services, and the community-facing offer is limited. Council Officers report the main challenges facing the current model to be as follows:

- **Function:** In Langley and Cippenham there are not enough services co-located to enable full support to the local community.
- **Experience:** At Britwell, questions have been raised as to whether the right services are co-located having regard to the configuration of the space. For example, housing advice is a highly sensitive and challenging service and requires more private and dedicated space. This creates a challenging environment for both Officers and customers.
- **Financial model:** Reduced libraries and customer service functions, in response to Slough’s financial savings targets, are limiting the financial viability of the Hub model and the viability of the operating model as staff cannot lone work. Whilst Slough has committed to one of the four libraries being open on any given day of the week (Monday to Saturday), each library is open for an average of three days a week at reduced operating hours.

The extent to which the current assets meet the original intended objectives requires a more detailed exploration as part of the Phase 2 Estate Strategy development, especially linked to defining the role if the Public Service Centre. Engagement with residents, Members and Heads of Service will be necessary to test where local need is strongest and how best to respond with physical assets, or virtual service access, in collaboration with health, voluntary sector, community groups and other partners to ensure critical mass and a viable operating entity.

Locality Buildings considerations

To optimise social benefit, and offer a sustainable financial proposition for SBC, economies of scale must be met potentially through collaboration with Partners and the co-location of services. A greater level of detailed investigation will, however, be required under Phase 2 to understand:

- **The need for a physical SBC ‘front door’ in the localities:** having regard to channel shift enabled through service delivery transformation that is enabled by an investment in digital technology.
- **Appropriate Council services:** Further review as to which SBC services are appropriate for co-location in a Central versus Locality setting. Exploring potential co-location opportunities and benefits with SBC’s Partners will be an essential part of this investigation.
- **Appropriate Locality Assets:** which assets are best suited for retention to accommodate the proposed colocations e.g. leisure and library assets, or others identified.
- **Investment opportunities:** based on a robust case for committing invest-to-save funds to adapt assets to accommodate any identified co-location opportunities within the existing hub buildings, or other assets identified.

Exploring the opportunities of leisure assets

The Estate Strategy Phase 1 process has considered whether the SBC Leisure Portfolio has the potential to support SBC and community services. This has been explored for the following reasons:

- The Council is committed to push the connection between health and leisure in these locations and respond to population inactivity and obesity.



LOCALITY BUILDINGS ACROSS SLOUGH BOROUGH

- The leisure assets are reported to all be successful community facilities which attract great footfall and therefore could be used as a vehicle to reach Slough’s communities with other Council services.
- The facilities could have a 20-year remaining useful life, and the existing Everyone Active Management contract expires in 2027.

Through engagement with Everyone Active, a consensus was reached that the Farnham Road Leisure Centre (“The Centre”) may have unexplored capacity to support further co-location of services. Salt Hill Activity Centre may have limited capacity becoming available – albeit that, as a ‘destination value’, it attracts a large proportion of out of Borough users, as opposed to SBC residents and customers.



The Mildenhall Hub, West Suffolk: There are other examples where localities hubs have been wrapped around Leisure Centre Assets. Mildenhall Hub brings together leisure and community facilities, Mildenhall College Academy, a preschool, health centre, library, children’s centre, Citizens Advice and job centre, plus offices for the Police, West Suffolk Council, Suffolk County Council, the NHS and other public sector partners. Leisure facilities include: 25m six-lane pool, Teaching pool with adjustable floor, 100-station gym, Four-court sports hall, Two fitness studios, and 3G outdoor artificial pitch

Unlocking benefits

A re-alignment of the Locality Buildings estate, including potential retention of four buildings to work in conjunction with the Public Service Centre, must be based on evidenced need and a careful review of the benefits of providing physical front doors to Slough’s residents.

It is important that a re-alignment of the Locality Buildings portfolio is not simply seen in financial terms but that a range of benefits be considered:

Potential Locality Buildings Benefits

A network of Locality Hubs serving their immediate communities could unlock a range of benefits for our residents as follows:

1. Enhanced Service Coordination
2. Improved Access to Services
3. Staff training and networking opportunities
4. Community Engagement
5. Agility
6. Community Wealth Building
7. Cost Savings

The non-financial benefits, together with organisational and operational factors, will be tested as part of the Phase 2 Estate Strategy development.



CHILDREN'S AND FAMILY HUBS PORTFOLIO

SUPPORTING THE OBJECTIVES OF SLOUGH
CHILDREN'S FIRST



CHILDRENS AND FAMILY HUBS

AIM: Children's & Family Hub portfolio.

Focussing in five core locations and supporting the objectives of Slough Children's First.

In February 2023, a community consultation exercise was launched to understand how early years and childcare services could be strengthened to ensure that the right services are offered in locations where there is evidenced need in appropriately resourced Children's Centres. In May 2023, a new Children's Centre Strategy was approved by SBC's Cabinet.

From September 2023, five core sites will be retained, three for Children's Centre based services and early years provision, and two for early years provision only. The new Strategy will ensure that the following services can be delivered:

- Children's Centre Family Support
- Children's Centre Outreach into communities
- Children's Centre Coordination
- Developing an early childhood partnership

The five core sites are Chalvey Grove, Penn Road and Romsey Close (Children's Centres with early years provision) and Monksfield Way and Yew Tree Road (early years provision only). The Centres are predominantly linked to primary school sites, with stringent safeguarding regulations. The location of the five assets is illustrated on the map opposite.

Cabinet agreed that the other five existing sites would close from September 2023. These have been categorised as 'surplus' for the purpose of this Estate Strategy Phase 1 and will be proactively reviewed alongside a range of 'community assets' (see page 32).



Ref	Site / Building Name	Comments	Address
1	Penn Road Children's Centre	Children's Centre with Early Years	Penn Road, Slough
2	Monksfield Way Children's Centre	Early Years provision	Monksfield Way, Slough
3	Yew Tree Road Children's Centre	Early Years provision	Yes Tree Road, Slough
4	Chalvey Grove Children's Centre	Children's Centre with Early Years	Chalvey Grove, Slough
5	Romsey Close Children's Centre	Children's Centre with Early Years	Romsey Close, Slough



SPECIALIST ASSETS

SUPPORTING ESSENTIAL COUNCIL FUNCTIONS



SPECIALIST ASSETS

AIM: A portfolio of Specialist Assets.

These will be core to statutory service provision and the delivery of other important Council objectives. This portfolio includes assets supporting recycling and waste, cremation and burial, leisure and housing for adults and children.

There are several specialist assets within the Operational Portfolio. Some support crucial statutory functions, such as waste and recycling, some are highly technical in nature, such as the crematorium, and some play an important role in supporting a healthy and active population, such as the Ice Arena and football stadium.

As part of the Phase 2 Estate Strategy development, these assets will undergo a further review to determine opportunities to collaborate around service delivery (e.g., delivering services across borough boundaries) or to determine whether SBC is best placed to own and operate specific facilities.

Crematorium, Cemetery and Burial Ground

- The **cemetery, burial ground and crematorium** are operating at capacity and there will be additional demand for burial space in the future, especially to support Muslim burial rituals. This may require cross-Borough collaboration and a specialist strategy.

Waste Disposal

- Slough Borough has poor levels of recycling compared with other local authority areas and SBC is exploring how to improve the situation. Stakeholder engagement has identified that the **Household Waste disposal site at Chalvey** is not fully optimised in its current use. The extent to which cross-Borough service collaboration with surrounding local authorities can be achieved is also under review.

The future strategy for the Chalvey site will, therefore, be dovetailed into the Phase 2 Estate Strategy development. The site is near the Spackman's Way housing estate to the west and is bounded by the railway line to the east, a small light industrial and distribution park to the north, and the M4 motorway to the south. As a contaminated site, the alternative use potential of the c.1.1 hectares (2.7 acres) site will be constrained, though there is evidence of new housing development on brownfield land in proximity.

Destination Leisure

- **Ice Arena:** Like Salt Hill Activity Centre, the Ice Arena is a very popular destination attracting users from the wider region. The Arena is adjacent to the former Montem Leisure Centre site that has been sold to Bellway for housing development. St Martin's Place, SBC's former offices building, is opposite the Ice Arena – and is used as overflow parking given the restricted number of spaces on the Arena site. T Martin's Place is also earmarked for disposal. The Ice Arena could suffer from both disposals and SBC is in the process of negotiating a car parking solution. Like Salt Hill, the Council must also consider whether it is the best party to own the freehold of this asset.
- **Salt Hill Activity Centre:** The Salt Hill Activity Centre is a well utilised activity centre. 41% of users come from outside the Borough and the centre is, therefore, considered to be a 'destination' venue. Further consideration is needed to determine whether SBC ownership and third-party management under an SBC contract is the best approach.



Slough Ice Arena



Herschel multi-storey car park



The Grove surface car park

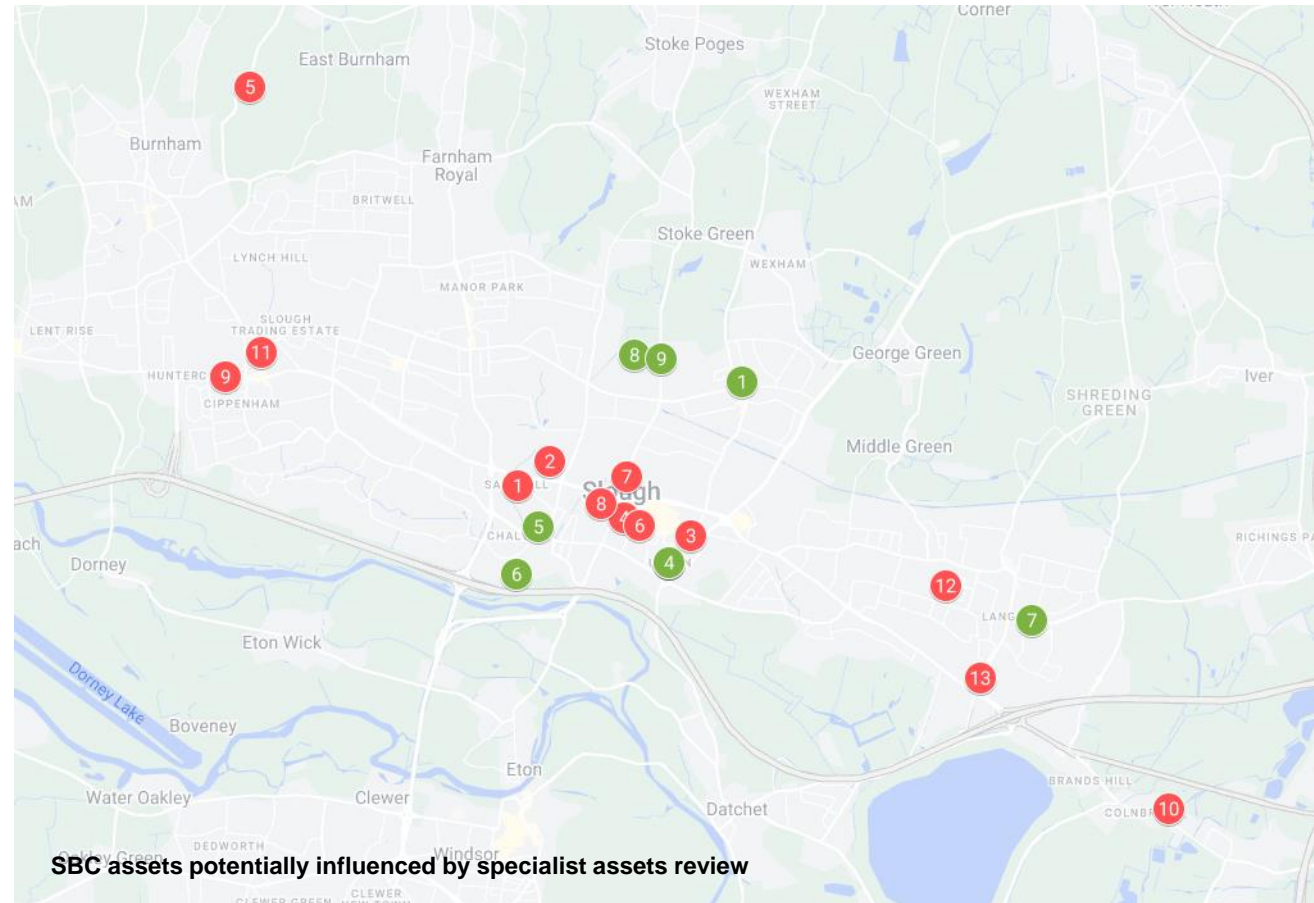


SPECIALIST ASSETS CONT.

Car Parks

- There are 12 'in-scope' off street surface and multi-storey car parks. As part of its recovery programme, SBC's town centre car parks portfolio has been identified for review with a view to supporting financial sustainability and supporting the transformation and recovery of Slough town centre. SBC is in the process of commissioning a study to determine future car parking demand and whether the existing car parks can successfully meet this demand, or whether they are best placed being unlocked for alternative uses or ownership.

Ref	Site / Building Name	Use / comments	Address
1	The Pines	Residential - Extra Care	Forest Close, off Wexham Road, SL2 4JF.
2	4 Priors Close	Residential - LD	Priors Close, St Lawrence Way, Slough
3	2 Priors Close (Breakaway)	Residential - Respite	Priors Close, St Lawrence Way, Slough
4	1 Priors Close	Residential - LD	Priors Close, St Lawrence Way, Slough
5	Mallards	Residential - Temporary	50 Darvills Lane, Slough
6	Chalvey Waste Transfer Station	Specialist - Waste	White Heart Lane, Slough
7	Langley Leisure Centre	Community Leisure - Indoor Water and Other Sports	Parlaunt Road, Slough
8	Cemetery and Crematorium	Specialist - Cemetery and Crematorium	Crematorium Buildings, Stoke Road, Slough
9	DSO - Crem Yard	Specialist - Crematorium - Yard	Stoke Road, Slough



SPECIALIST ASSETS CONT.

Ref	Site / Building Name	Use / Comments	Address	Gross Annual Income (Total)	Likely Capital Receipt (if disposal)
1	Ice Arena	Community – Leisure	Ice Arena, Montem Lane, Slough	£246,058	£7,125,607
2	Salt Hill Activity Centre	Community – Leisure	Salt Hill Park, Bath Road, Slough	£160,848	£3,531,560
3	Hatfield Road car park	Car Park	Hatfield Road, Slough	£33,804	£4,250,000
4	Buckingham Gardens car park	Car Park	Buckingham Gardens, Slough	£31,205	?
5	The Grove car park	Car Park	Grove Road, Slough	£36,154	£1,053,371
6	Herschel Street car park	Car Park	Herschel Street, Slough	£124,816	£3,275,200
7	Former TVU temporary car park (now sold)	Car Park	Stoke Road, Slough	£208,021	sold
8	Burlington Road car park	Car Park	Burlington Road, Slough	£74,780	£2,443,820
9	Elmshott Lane car park	Car Park	Bath Road, Cippenham	£0	?
10	Vicarage Way car park	Car Park	Vicarage Way, Colnbrook	£0	£234,082
11	Burnham Lane car park	Car Park	12 Station Road, Burnham	£53,066	?
12	Harrow Market car park	Car Park	Harrow Road, Slough	£98,287	£257,491
13	Shelly Close car park	Car Park	High St, Langley	£0	?

As outlined on the previous page, several specialist assets could be disposed of or re-positioned subject to further review.

SBC assets potentially influenced by specialist assets review



COMMUNITY ASSETS

CONTROLLED BY LOCAL ORGANISATIONS
TO MEET LOCAL DEMAND.



COMMUNITY ASSETS

AIM: The transfer of Community Assets to organisations that are well placed to meet local community need

Community Asset transfers or disposals would ensure that assets, that do not provide a direct Council or partner service, are fully optimised according to local demand.

The **Community Assets portfolio** represents assets that are not supporting a direct SBC service but are indirectly enabling a range of SBC objectives to be achieved within local communities.

The stakeholder engagement and analysis undertaken as part of this Phase 1 Estate Strategy has raised questions about the extent to which some of the community assets are realising their full potential. Phase 2 of the Estate Strategy will therefore investigate the utilisation of the assets further, including the activities undertaken and key user groups, and consider whether local community stewardship of the assets through transfer to voluntary and community sector organisations will derive greater outcomes.

- **Arbour Park:** Arbour Park is the only Community Leisure asset showing a current net loss per annum. The site offers limited activity and benefit to the local community currently and there is a clear opportunity to maximize the social value of this asset. This will likely be achieved through enhanced specialised management of the asset which requires improvement. Lease negotiations are currently being concluded with a community organisation.
- **Community Facilities:** There are 19 Community Facilities listed in the CAR (Community Centres for Hire (9), Changing Rooms (5), Libraries (2), Bowls Club (1), Boys Club (1) and The Curve (Library and Culture) facility (1)). Except for Cippenham Bowls Club, Cippenham CC and Cippenham Boys Club (which operate at a small surplus), all other Community Facilities incur a net annual cost, for example Manor Park Pavilion. It is possible that these assets may be more suitably managed and optimised if transferred to community-led stewardship models.

Strategic Transport Infrastructure

- Discussions are ongoing regarding the future of the **Bus Station**



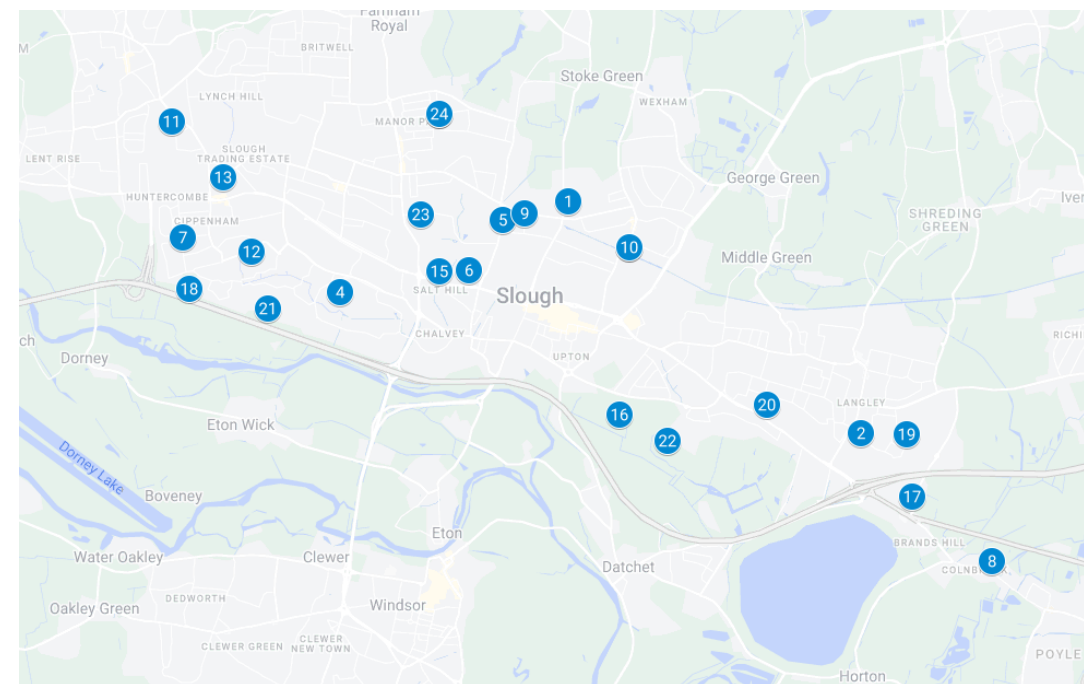
Arbour Park



Slough Bowls Club



Site / Building Name	Address	Gross Annual Income (external)
Arbour Park	Community Sports Facility, Arbour Park, Stoke Road	£175,750
Langley Resource Unit (Spitfire Close aka Horsemoor Green Community Centre, Phoenix)	Spitfire Close, Slough	£0
Upton Lea Community Centre	Wexham Road, Slough	£58,970
Weekes Drive Community Centre	Tamarisk Way, Slough	£42,500
Orchard Community Centre (Creative Academy)	Grenville Hall, 73a Stoke Poges, Slough	£36,500
84 Bath Road	84 Bath Road (Salt Hill Park)	tbc
St. Andrews Children's Centre	St Andrew's Way, Slough	£0
Vicarage Way Children's Centre (and Library?)	Vicarage Way, Slough	£0
Elliman Avenue Children's Centre (back of Turning Point building?)	Elliman Ave, Slough	£0
Wexham Road Children's Centre	Wexham Road, Slough	£24,000
Orchard Avenue Children's Centre	Orchard Ave, Slough	£0
Cippenham Boxing Club and Scout Hall	Lower Cippenham Lane	£1,175
Cippenham Bowls Club	Recreation Park, 12 Station Rd, Cippenham, Slough	£1,120
Manor Park Community Centre	Villiers Road, Slough	£62,830
Slough Deaf Social Club (Slough Employment Services and Windmill Resource Centre)	Windmill Road, Slough	£23,000
Upton Court / Lascelles Park Changing Rooms	Upton Court Park Upton Road, Slough	£22,000
Westfield Community Hall	Severn Crescent, Slough	£10,430
Mercian Way Changing Rooms	Mercian Recreation Ground Mercian Way, Cippenham,	£2,400
Harvey Park Changing Rooms	Harvey Park Tamar Way, Slough	£1,100
Kedermister Park Changing Rooms	Kedermister Park Reddington Drive, Langley	£3,500
Eltham Ave Changing Rooms	Eltham Avenue Recreation Ground, Eltham Avenue, Cippenham, Slough	£7,000
Slough Rugby Club	Tamblyn Field, Upton Court Rd,	£3,500
Rotunda & Stadium Youth & TAHA (The Asian Health Agency)	Whitby Road, Rotunda Annex	
Manor Park Pavilion (Hall)	Villiers Road, Slough	£59,019



SBC assets potentially influenced by Community Led Stewardship review

In Phase 2, SBC will adopt a proactive approach to exploring the potential of Community Assets and a future strategy, guided by Community Asset Transfer policy. Moving forwards, where community assets are transferred by way of a lease, or the like, the principle of a market rent will be applied to provide full transparency of the 'value' of the SBC estate. Where arrangements deliver significant benefits (e.g. social value), SBC could choose to recognise this by way of a grant, rather than a rent reduction. A similar principle would apply to freehold transfers.

Based on the model described in the table to the right and illustrated in the map below, 'if' the highlighted assets were placed into the hands of community organisations, SBC might expect a net annual cost revenue saving and subject to the terms of transfer, a capital receipt. Figures are heavily caveated as per previous commentaries.



SUMMARY



POTENTIAL SCALE OF CHANGE

Estate Strategy Phase 1 – Asset Categorisations

A new Operational and Community estate concept has been developed under this Phase 1 Estate Strategy. This is based on the recategorisation of 67 in-scope assets based on their potential role in supporting SBC’s future wide-ranging statutory and other strategic objectives.

The proposed concept identifies 13 core assets that are fundamental to the delivery of SBC’s strategic objectives moving forwards. These could increase to 17 if a strong case for the retention of Locality Buildings can be made.

As highlighted opposite, the 13 (or 17) core assets comprise:

- **1 Public Service Centre representing the heart of the council and the focal customer access point for services that cannot be resolved digitally.**
- **7 ‘specialist’ assets that perform highly technical and custom-made SBC services such the waste transfer site, cemetery and crematorium, leisure centres, specialist residential accommodation and car parks).**
- **5 Childrens & Family Hubs supporting SBC’s objective to support young people to have the best start in life.**
- **Potentially, 4 Locality Buildings serving the needs of local residents.**

52 non-core assets have been identified. These do not support a ‘direct’ SBC service provision, but some enable the indirect delivery of SBC’s objectives within their communities. These may be best placed under the stewardship of local community groups and organisations, and this will need to be tested as part of Phase 2 of the Estate Strategy, alongside further analysis of the core assets set out above.

Core Retained Asset Name	Address	Estate Strategy Category
Penn Road Children's Centre	Penn Road, Slough	Children & Family Hub
Monksfield Way Children's Centre	Monksfield Way, Slough	Children & Family Hub
Yew Tree Road Children's Centre	Yes Tree Road, Slough	Children & Family Hub
Chalvey Grove Children's Centre	Chalvey Grove, Slough	Children & Family Hub
Romsey Close Children's Centre	Romsey Close, Slough	Children & Family Hub
2 Priors Close (Breakaway)	Priors Close, St Lawrence Way, Slough	Specialist
Mallards	50 Darvills Lane, Slough	Specialist
Chalvey Waste Transfer Station	White Heart Lane, Slough	Specialist
Cemetery and Crematorium	Crematorium Buildings, Stoke Road, Slough	Specialist
DSO - Crem Yard	Stoke Road, Slough	Specialist
Leisure Centre Farnham Road	Leisure Centre, Farnham Road, Slough	Specialist
Langley Leisure Centre	Parlaunt Road, Slough	Specialist
Observatory House	25 Windsor Road, Slough	Public Service Centre
<i>If the need for Locality Buildings is evidenced, then the following could supplement the Public Service Hub ...</i>		
Cippenham Library	Elmshott Lane, Slough	Locality Building
Langley Library	Langley Library, Trelawney Avenue, Slough	Locality Building
Britwell Community Building	Wentworth Avenue, Slough	Locality Building
Chalvey Community Building	Ladbroke Road, Slough	Locality Building



POTENTIAL BENEFITS TO BE UNLOCKED

Public Benefits

If the concept proposed within this Phase 1 Strategy is actioned, several important benefits would be unlocked for SBC, its residents and public service partners. These include:

- ✓ **Greater clarity about how to access Council (and partner) services.**
- ✓ **Improved service delivery through collaboration with our partners.**
- ✓ **A better-quality, welcoming built environment for our customers and staff.**
- ✓ **Community participation in the future of important local community assets.**
- ✓ **A streamlined, and more cost-effective Council estate supporting the financial sustainability of the Council – and potential reinvestment into services and projects.**
- ✓ **A new approach to estate governance as the estate re-alignment is delivered, and then the strategic management of the retained estate ensuring fit for purpose assets.**

In delivering the proposed estate re-alignment, the Estate Principles shown previously (on page 11) would also be met wherever possible, illustrating additional benefits to be unlocked.

Annual Property Cost Savings

As mentioned previously, 52 non-core assets have been identified. The extent to which these can be exited and disposed of or transferred will be tested in Phase 2 of the Estate Strategy. If all 52 assets were released by SBC, the following provides an indication (with caveats) as to potential financial benefits:

Public Service Centre only (52 assets released)

- ✓ **Gross annual property cost savings to SBC of over £3M.** *Note: an exercise to review Income is being undertaken before a net annual savings figure can be determined.*
- ✓ **Potential capital receipts of £58.67M.** *Note: this figure includes £12.4M of net book values. 10 assets have no capital receipts estimates or net book values).*

Public Service Centre + 4 Locality Buildings (48 assets released)

- ✓ **Gross annual property cost savings to SBC of over £2.5M.** *Note: an exercise to review Income is being undertaken before a net annual savings figure can be determined.*
- ✓ **Potential capital receipts of £55.65M.** *Note: this figure includes £12.4M of net book values. 10 assets have no capital receipts estimates or net book values).*

There are caveats to these figures:

- 1) External and internal property income figures are to be clarified by SBC's Finance team to give more clarity about 'net annual revenue costs',
- 2) Additional property cost information (eg. future planned maintenance liabilities) is not available. Therefore, the actual longer-term costs / savings could be much higher.
- 3) Income from disposals will need further investigation as there is currently a mix of capital receipts, net book values and some assets have no estimates. Therefore, the receipts figure could be higher.



A NEW APPROACH TO STRATEGIC ESTATE AND ASSET MANAGEMENT



ROBUST ESTATE STRATEGY GOVERNANCE

The need for a Corporate Landlord approach

In developing this Phase 1 Estate Strategy a range of issues have been encountered, including a single source of up to date and accurate data and information about the condition, costs, tenure, fitness for purpose, utilisation and proposed strategy for assets. These issues would have been alleviated if a centralised approach to estate management, a Corporate Landlord, had been in place.

The 'Corporate Landlord' model gives strategic oversight of the Council's property resource to a single team, usually the Property Services or Estates team, so that value for money decision-making can be achieved. This is especially important to SBC if opportunities are to be successfully driven out of the Council's operational and community portfolios. In short, property is a resource that is 'owned by the Council' (as landlord) and 'loaned' to Directorates (as tenants) to support service delivery. As landlord, the Council has the right to 're-allocate' property if a better value for money solution can be found. Likewise, if Directorates benefit from the use of an asset that derives an income stream, all (or part) of this income should be brought back to 'the centre' and set aside as a 'sinking funds' to address maintenance and other prudent estate management matters.

A Corporate Landlord approach, defined by a clear set of behaviours and strong governance, will be essential if the Estate Strategy is to move onto Phase 2 and then into delivery. Further, a centralised, strategic approach to the management of the retained estate is key to ensure its fitness for purpose and value for money moving forwards. **The implementation of a Corporate Landlord model is therefore recommended as an outcome of this Phase 1 Estate Strategy.**

Developing the Final Estate Strategy (Phase 2)

This Phase 1 Estate Strategy proposes a significant re-alignment of the in-scope estate, subject to the development of further detail within Phase 2 leading to a Final Strategy. The Final Estate Strategy must become 'corporately owned'. This will provide an agreed direction of travel and momentum and will limit political interference. Driven by short, medium and longer term corporate and service priorities, the final Estate Strategy will provide focus at a sub-portfolio level, and then at an individual building level, once the priorities for the sub-portfolio are understood.

To develop the detail of Phase 2 and the scale of estate re-alignment required, technical asset reviews, options studies, partner and community engagement and business case development will be needed. Given existing resourcing constraints, internal expertise must be supplemented with appropriately experienced external consultancy. **An estimated budget of £125,000 is recommended to move through Phase 2 and develop a Final Estate Strategy.**



Proposed Corporate Landlord approach to the SBC estate. The Corporate Landlord would oversee estate strategy development and delivery and deliver ongoing strategic estate and asset management.



A NEW MODEL FOR STRATEGIC ESTATE MANAGEMENT

Determining the optimum model for the management of the retained estate

Interim

The Final Estate Strategy developed following Phase 2 will clarify a series of workstreams necessary to achieve the agreed re-alignment of the Operational and Community estate.

Subject to the timescale for delivering the re-alignment, this could require further 'interim' resource to support project delivery whilst a new model for estate management is put in place. At this stage, the exact resource needed to deliver the agreed Operational and Community Assets Strategy cannot be determined. It is, however, **likely to exceed £200,000**.

Ongoing

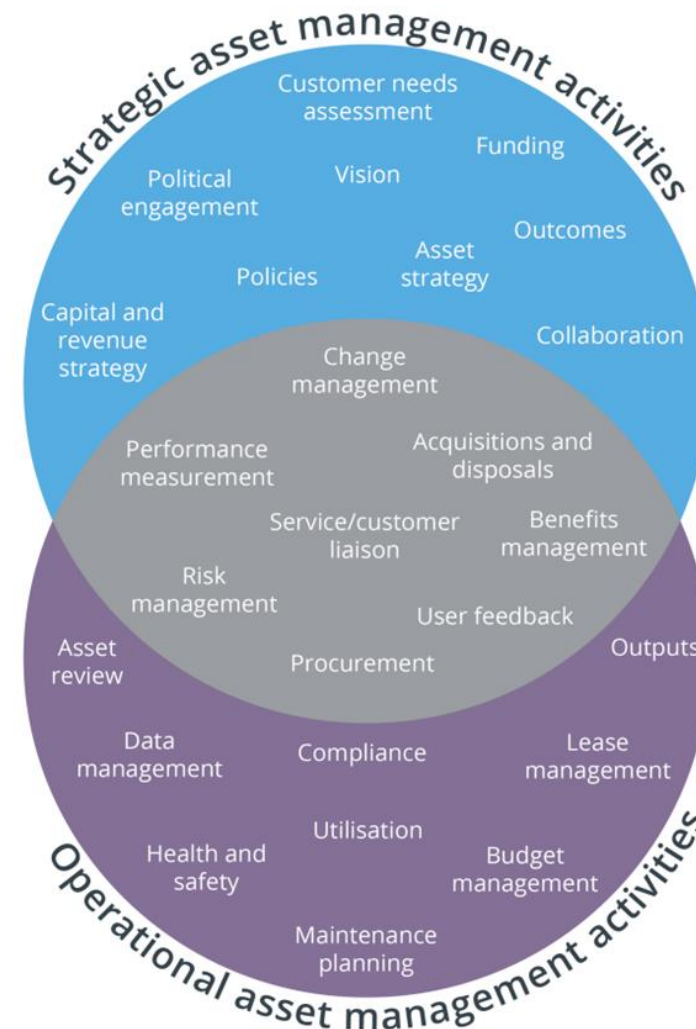
Once the Operational and Community estate has been re-aligned, SBC will require a new approach to the management of the retained estate. This management responsibility must be centralised and fall to the Corporate Landlord to ensure a strategic approach.

The exact model of ongoing estate management will be influenced by the outcomes of the Final Estate Strategy. An Options Study will be undertaken to consider how strategic and operational activity is undertaken, and the exploration of models including:

- 100% insourced SBC service provision (managed by a 'full' SBC Corporate Landlord)
- 100% outsourced service provision (managed by a 'thin' SBC Corporate Landlord)
- Hybrid mix of internal SBC and external resource (extent of SBC Corporate Landlord to be determined)

SBC's new model must reflect strategic and operational asset management best practice, for example RICS guidance. However, the selected approach must also be bespoke to the size, shape and complexity of SBC's future estate – the detail of which will emerge during Phase 2.

An indicative budget of £50,000 is recommended to explore models of future strategic estate management that respond to the detail of the Phase 2 Estate Strategy.



RICS Guidance – Strategic Asset Management and Operational Asset Management activities



WORKING WITH PARTNERS TO OPTIMISE OUTCOMES

Optimising outcomes through collaboration

Key to the success of the Central Hub, the Locality Hubs and the potential transfer of assets into a community stewardship will be the strengthening of partnerships and exploration of opportunities to jointly optimise outcomes through collaboration.

This will be an important part of the new Corporate Landlord role and approach.

As an example, Slough CVS supports voluntary sector organisations and charities across the Borough and has an operational base in Slough town centre, close to Observatory House. The NHS has two main hospital sites (Upton and Wexham) and a pattern of community and primary care provision across the Borough. The main Thames Valley Police Station site is located opposite Observatory House and the Force is active in our neighbourhoods. There are also Partners in the central government and education sectors that may also have operational requirements that could be supported through estate collaboration.

These sorts of opportunities, and many others, would be explored by the Corporate Landlord.



Slough CVS buildings on Church Street in Slough town centre



INVESTING IN INFRASTRUCTURE TO ENABLE SUCCESS

Setting SBC Strategic Estate Management up for success

In implementing a new approach to the strategic management of SBC's retained estate, there will be a heavy focus on securing appropriately skilled 'human' resource drawing upon internal and external expertise. This detail of this will emerge as the future size and shape of the Operational and Community estate becomes clearer.

SBC must also make the necessary investment in 'other' resources and infrastructure so that the preferred future model of strategic and operational estate management can succeed. The focus for infrastructure investment will, to a degree, be influenced by the preferred model of future estate management. However, two key areas of focus will be data and data management, and property policy and procedures.

Data and Data Management

Data and data management has been a major constraint to the development of this Phase 1 Estate Strategy. Over the years, there has been an acute lack of investment in property information and property management systems to support effective estate management and to inform property-related decision making.

Key data sets are incomplete, or entirely absent, such as property condition and utilisation (uses and occupiers within buildings). SBC Officers have no ability to 'self-serve' ie. direct access to a single portal. Information is 'owned' by individual teams and captured within a range of systems that are not linked. Real-time property data cannot, therefore, be provided and a single Comprehensive Asset Register report cannot be produced. A CAR was, therefore, manually created to support this Phase 1 exercise.

The current situation prevents a comprehensive understanding of the estate, strategic decision-making and a proactive approach to estate planning.

Strategy, Policy and Procedures

Having regard to best practice, and the different roles that strategic and operational asset management functions require, SBC must invest in defining a suite of strategies, policies and procedures to guide the new role of the Corporate Landlord (and the roles and responsibilities of any future property partners, should this be part of a preferred future model).

Whilst not exhaustive, the following must be put in place to ensure success:

- SBC Community and Operational Estate Strategy (to be agreed following Phase 2)
- Capital and revenue strategy
- Risk management policy and procedures
- Budget setting and management policy and procedures
- Data and data management policy and procedures
- Property performance (financial focus – running costs, maintenance costs, energy consumption etc)
- Asset review (non-financial focus - utilisation, fitness for purpose, user feedback, social value benefits) policy and procedures
- Compliance policy and procedures
- Health & Safety policy and procedures
- Property maintenance policy and procedures
- Leased In and Out property policy and procedures
- Acquisition and disposals policy and procedures

