

**Slough**  
**Asset Management Plan**  
**(SAMP)**  
2026–2030

Slough Borough Council

Property and Asset Management

June 2026

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**Appendices**

**Appendix B** – Acquisitions and Disposals - <https://democracy.slough.gov.uk/documents/s32440/Appendix%20B%20-%20Disposals%20Investment%20and%20Acquisition%20Policy.pdf>

**Appendix C** – Compulsory Purchase Order Policy - <https://democracy.slough.gov.uk/%28S%28dxyqrzuhkpmvej55yigr4sz0%29%29/documents/s32441/Appendix%20C%20-%20CPO%20Policy.pdf>

## Executive Summary

Slough Borough Council holds a large, diverse and strategically important portfolio of land and buildings, built up over many years to support a wide range of local services and community needs. This Asset Management Plan sets out the Council's strategic objectives and the practical actions required to manage these assets proactively and responsibly. Its purpose is to ensure the estate fully supports the priorities of the Council Plan, enables delivery of the Council's Medium-Term Financial Strategy (MTFS), and strengthens the organisation's overall approach to managing risk, resources and long-term sustainability.

The scale and complexity of Slough's property holdings create significant opportunities to deliver positive outcomes for residents, stimulate regeneration, strengthen financial resilience, and support improved public services. At the same time, a large and ageing portfolio requires substantial expertise and investment to manage safely and effectively. Without a clear strategic framework, the estate can generate avoidable costs, operational inefficiencies, compliance risks, and lost opportunities. This Asset Management Plan therefore establishes a structured, evidence-based approach to managing all General Fund land and buildings, ensuring the Council extracts maximum social, economic, financial and environmental value from its assets.

The Plan supports Slough's ambition to deliver modern, efficient, customer-focused services and reflects the Council's corporate learning and improvement approach. It embeds core principles of continuous improvement, accountability and organisational learning, ensuring that decisions about land and buildings are transparent, consistent and aligned to the Council's strategic outcomes.

This Asset Management Plan covers all General Fund property assets. It excludes:

- Housing Revenue Account (HRA) assets, which are governed by a separate emerging Housing Asset Management Strategy

<https://democracy.slough.gov.uk/documents/s51165/Appendix%20-%20HRA%20Asset%20Management%20Strategy.pdf>

and

- Public Highway assets, which remain under the remit of the existing Highway Asset Management Policy and Strategy

<https://www.slough.gov.uk/downloads/file/5527/slough-highways-asset-management-strategy-2025-30>

- Assets that have been deemed and/or declared surplus to requirements
- The Education Estate

Together, these complementary strategies ensure that every part of Slough Borough Council's estate is managed in a coherent, efficient and forward-looking way, supporting a stronger, more sustainable Slough for residents, businesses and communities.

Slough's Asset Management Plan (SAMP) 2026–2030 is the Council's overriding strategic framework for the management of General Fund land and property assets.

Building on the refreshed strategic context set out above, this document establishes a clear and coherent framework for how Slough Borough Council will manage its land and property assets over the period 2026–2030. The Asset Management Plan translates the Council’s corporate objectives, financial recovery priorities, and place-shaping ambitions into a single, integrated approach to decision-making for the estate. **Section 1** sets out the strategic context, purpose, and principles that underpin all subsequent sections of this Plan.

## 1. Introduction & Purpose

### 1.1 About Slough

Slough is a thriving, multicultural town located on the western edge of London, covering an area of approximately 33 square kilometres. Its proximity to Heathrow Airport and excellent transport links makes it a key commercial hub within the Thames Valley.

Slough boasts one of the highest concentrations of corporate headquarters in the UK outside London and is home to the Slough Trading Estate, owned by SEGRO the largest privately-owned business park in Europe. The estate continues to expand with sustainable developments, attracting global businesses and supporting economic growth.

The Elizabeth Line (Crossrail) has transformed connectivity, providing fast, direct links to Central London and Heathrow Airport. Key journey times now include Paddington in 13 minutes, Bond Street in 32 minutes, and Heathrow Terminals in under 30 minutes, reinforcing Slough’s position as a strategic location for business and commuters.

Slough is also one of the fastest-growing towns in the UK. In 2025, the population was estimated at 167,359, an increase of 19% over the past decade.

Slough is one of the most ethnically diverse local authorities in the country. According to 2021 Census data, 46.75% of the population identified as Asian or Asian British, 36.05% as White, 7.57% as Black, Black British Caribbean or African, and the remainder as mixed or other ethnicities. The borough has a notably early age profile: 28% of residents are aged under 18, compared to 21% nationally, while only 10% are aged 65 or over, against a national figure of 18.7%. This demographic profile has direct implications for the estate it drives demand for schools, play and sports facilities, affordable family housing, and early years provision rather than older-person services, and should inform asset retention and investment decisions across the planning period.

Despite its economic strengths, Slough faces significant deprivation and health challenges. The Index of Multiple Deprivation ranks Slough 53rd out of 153 local authority areas in England. Overcrowding is a major issue, with 8,300 households having fewer bedrooms than needed in 2021 and an average household size of 3.0 people, compared to 2.4 nationally. Healthy life expectancy is significantly below the national average: 58.1 years for men and 60.3 years for women, against England averages of 63.1 and 63.9, respectively. Within the borough, men in the most deprived areas live on average 7.2 years less than those in the least deprived. These inequalities are the reason the Council’s Corporate Plan is centred on closing the healthy life expectancy gap.

### 1.2 What is Asset Management:

The Royal Institution of Chartered Surveyors (RICS) defines asset management as the process that aligns business and property asset strategies, ensuring optimisation of an organisation’s property assets in a way that best supports its key business goals and objectives. Asset management is

recognised as a key element of the Council's overall drive to optimise best value and is an integral part of the Council's forward planning process.

The social, demographic, and economic context outlined above has direct implications for how the Council plans, manages, and invests in its asset base. In particular, the borough's diversity, inequality profile, and health outcomes require asset decisions to be underpinned by strong equality considerations. The following section sets out how equality, accessibility, and community cohesion are embedded within the Council's asset management approach.

Delivering equitable outcomes through the estate requires a clear understanding of the scale, composition, and performance of the Council's land and property portfolio. The next section therefore provides an overview of the Council's asset base, establishing the evidence upon which strategic decisions on retention, investment, rationalisation, and disposal are made.

Property analysis, asset categorisation and the Asset Challenge process together provide the framework for transparent and consistent prioritisation of assets against corporate objectives.

Understanding the Council's asset portfolio enables transparent and consistent prioritisation of assets against corporate objectives. To support this, the Council applies a clear asset categorisation framework alongside a structured Asset Challenge process. Together, these mechanisms ensure that assets are reviewed systematically to determine whether they should be retained, repurposed, transferred, or disposed of.

### 1.3 Strategic Context

Slough's Asset Management Plan (SAMP) is the Council's overriding strategic framework for General Fund land and property assets. Related strategies, including those for HRA assets and highways, support delivery in their respective areas but do not sit within the scope of this Plan.

Slough's Asset Management Plan (SAMP) sits at the heart of Slough Borough Council's corporate planning and financial framework. It gives effect to the Council's overarching purpose of closing the healthy life expectancy gap, with a focus on children, by translating corporate priorities into a coherent, evidence-based approach to managing the Council's land and property estate.

The Corporate Plan 2023–2027 sets out three strategic priorities for Slough:

- A borough for children and young people to thrive.
- A town where residents can live healthier, safer, and more independent lives.
- A cleaner, healthier, and more prosperous Slough.

The AMP directly enables delivery of all three priorities. The Council's estate its schools, community centres, housing sites, open spaces, and commercial assets is one of the most powerful levers available to improve outcomes for residents. Managing it well is not an administrative function; it is a strategic one, central to the Council's recovery, its financial sustainability, and its long-term ambition for the borough.

References within this document to the previous Asset Management Plan (AMP) provide historical and operational context only.

Section 2.3 of this plan, sets out how the plan aligns with the national strategic contexts, such as environmental, social and environmental factors and considerations.

## 1.4 Slough Borough Council's Approach to Asset Management

The Council approaches asset management through five organising principles drawn from the Corporate Plan:

- **Resident-focused:** asset decisions are evaluated first and foremost on the benefit they deliver to the people of Slough whether through improved facilities, better services, or the proceeds of disposal reinvested in the community.
- **Financially sustainable:** the estate must support the Council's Medium-Term Financial Strategy (MTFS) and Capital Strategy. Every asset is expected to justify its retention through operational use, income generation, or strategic development value. Underperforming assets will be challenged and, where appropriate, disposed of to reduce maintenance liability and generate receipts.
- **Enabling independence and community resilience:** where assets can be used to build community capacity through community asset transfer, meanwhile uses, or co-location with voluntary and health partners this will be pursued in line with the Council's enabling approach.
- **Partnership-led:** the Council will work collaboratively with registered providers, the voluntary sector, and commercial partners to maximise the contribution of the estate to shared place-based outcomes.
- **Building trust through transparency:** all significant asset decisions will be subject to clear governance, published rationale, and scrutiny, in line with the Council's commitment to openness and accountability.
- **Support the Council's Target Operating Model and related transformation programmes.**

## 1.5 The Role of Asset Management in Slough's Recovery

Slough Borough Council entered statutory intervention in 2021 following a period of significant financial difficulty. The Council has made substantial progress in stabilising its finances, but the path to sustainable recovery depends in large part on how effectively the estate is managed and rationalised over the period to 2030.

The SAMP therefore has a dual function: it is both a strategic framework for long-term estate stewardship and a delivery tool for the Council's financial recovery. In practical terms, this means:

- Completing the disposal programme in line with the Capital Strategy, ensuring receipts are maximised and subsidy control, transparency and best value obligations are met.
- Reducing the maintenance backlog on retained operational assets, prioritising buildings that support front-line service delivery and the Council's three corporate priorities.
- Driving income from the commercial estate within a risk-managed framework that does not expose the Council to undue financial liability.
- Leveraging land assets to support housing delivery, regeneration, and Biodiversity Net Gain, including joint ventures and public sector land partnerships.

## 1.6 Alignment with Corporate and Strategic Frameworks

The SAMP operates within, and is accountable to, a hierarchy of corporate and statutory frameworks:

- Corporate Plan 2023–2027 sets the Council’s overarching purpose, approach and three strategic priorities. Every significant asset decision must be tested against these priorities.
- Medium-Term Financial Strategy (MTFS), Treasury Management Strategy, Capital Strategy, and the Capital Programme, govern the financial envelope within which asset investment, disposal and borrowing decisions are made.
- Joint Local Health and Wellbeing Strategy 2026–2036 sets out the health and wellbeing ambitions of the borough. The estate has a direct role in improving health outcomes through access to leisure, green space, community facilities, and housing quality.
- Slough Borough Council follows statutory governance frameworks standards against which the Council’s Asset Management System (AMS) is structured and assured.
- Local Plan and Planning Policy Framework will shape the development potential of Council-owned land and the planning context within which disposal and development decisions are assessed. Collaboration with the relevant departments will be essential in ensuring alignment.

### 1.7 Purpose of this Plan

The purpose of SAMP is to set out the Council’s approach to managing its General Fund land and property estate for the period 2026 to 2030, in a way that is explicitly aligned to the Corporate Plan priorities and supports the Council’s ongoing financial recovery.

It aims to:

- Provide councillors, officers, and key stakeholders with a clear, transparent, and consistent framework for making informed decisions on property assets, including acquisitions, disposals, and investment.
- Give Strategic Directors and Service Heads an integrated approach to managing and reviewing operational assets that supports the delivery of frontline services and the three corporate priorities.
- Establish a strategic framework for asset management delivery, including prioritisation of key actions, performance outputs, and measurable outcomes.
- Support the Council’s financial strategy by aligning capital planning with the MTFS, ensuring best value, and maximising the productive use of assets.
- Demonstrate how land and property will be deployed to complement and advance the Council’s corporate priorities, regeneration ambitions, and statutory obligations.

By adopting this plan, the Council commits to managing its estate as a strategic asset, not a legacy liability, in the long-term interests of the people of Slough.

### 1.8 Strategic Pillars for Asset Management (Recover, Rationalise, Regenerate, Decarbonise, Enable)

To provide a clear organising framework and ensure that all asset decisions are tested against a consistent set of priorities, the Council has adopted five strategic pillars for estate management for 2026–2030:

- **Recover** - manage the estate to support financial recovery, maximising disposal receipts and reducing maintenance liability, and driving commercial income in line with the Capital Strategy and MTFS.
- **Rationalise** - reduce the size and complexity of the estate through the Asset Challenge process, retaining only assets that demonstrably support corporate priorities or generate sustainable income.
- **Regenerate** - leverage the Council's land and property to support housing delivery, town centre renewal, and economic growth, working with Berkeley Homes, Slough Urban Renewal (SUR) registered providers, and other place-making partners.
- **Decarbonise** - the corporate estate by reducing energy consumption, carbon emissions and whole-life operating costs in support of the Council's Net Zero and environmental commitments. Prioritise investment in buildings with poor energy performance, high utility consumption and significant maintenance liabilities, while improving estate resilience, compliance with applicable Minimum Energy Efficiency Standards (MEES), and the overall sustainability and efficiency of the Council's operational assets.
- **Enable** - ensure the retained estate actively enables delivery of the three Corporate Plan priorities, particularly for children and young people, healthier and more independent lives, and a cleaner, more prosperous Slough including through community asset transfer, co-location with health, voluntary, and public sector partners.

Every significant asset decision whether to retain, invest, dispose, develop, or transfer should be tested against these five pillars. **Sections 5 –14** of this SAMP are structured to reflect this framework.

This SAMP is the Council's overriding strategic framework for General Fund land and property assets. Other plans, including the HRA Asset Management Strategy and the Capital Strategy, support delivery in their own scope but do not operate in parallel within this Plan.

Having set out the Council's strategic approach to asset management and the role of the estate in supporting recovery and service delivery, the next section places the SAMP within its wider operating environment. Understanding the local, national, legislative, and policy context is essential to ensuring that asset decisions are robust, compliant, and responsive to the challenges and opportunities facing Slough over the plan period.

## 2. Context

### 2.1 The Councils Asset Portfolio

SBC owns and occupies a diverse asset portfolio that supports service delivery, provides spaces for community groups, and provides income generation.

The Council's Asset Disposal Programme aims is to simplify the property portfolio and reduce borrowing commitments.

The following statistics provide an indication of the scale and composition of the Council's General Fund asset base in 2026,

- Community: Community Centres

- Investment and commercial assets: Retail parades, industrial units, and development land marketed for disposal or redevelopment.
- Land and Buildings: Includes Head Office, Satellite buildings, and all other land and building holdings not included in Community or Investment portfolios

As of May 2026, the internal assessment of the value of assets is set out below.

FAR Category	IV As of 1st May 2026	No.
	£000s	
<b>Council dwellings</b>		
Land & Buildings	107,184	204
Investment Properties	55,120	130
Plant / Vehicles / Equipment	350	225
Infrastructure	0	39
Assets Under Construction	1,850	64
Surplus	1,235	144
Community	3,650	78
	<b>169,389</b>	<b>884</b>

\*Validation of HRA Assets is currently being under

These assets will be managed to deliver best value, the capital directive and in line with policies and strategies across the organisation, links can be found within the footnote:

Strategic School Places Planning – The Council continues to monitor demographic trends and housing developments to ensure sufficient capacity for nursery, primary, secondary, post-16, and SEND places, aligning with the Corporate Plan and the SEND and Inclusion Strategy.

For further reference refer to links within the footnote

1

## 2.2 Corporate Planning Context

SBC reviews its Corporate Plan annually to set out the organisation’s political and managerial objectives. The Corporate Plan flows from the Joint Well-Being Strategy and defines the Council’s vision, strategic aims, and priorities for the borough. The current plan demonstrates the Council’s understanding of how prevailing social, economic, environmental, and financial factors will be managed during this period.

The Corporate Plan identifies the Council’s key strategic priorities and explains how they will be financed to deliver its vision. These priorities are supported by the Medium-Term Financial Plan to ensure resources are aligned with outcomes.

<sup>1</sup> <https://www.slough.gov.uk/strategies-plans-policies/corporate-plan>

<https://democracy.slough.gov.uk/documents/s83330/Appndix%20A%20MTFS%20and%20Budget%20202526%20-%20Final.pdf>

<https://www.slough.gov.uk/strategies-plans-policies/workforce-strategy>

<https://democracy.slough.gov.uk/mgAi.aspx?ID=52981>

<https://www.slough.gov.uk/strategies-plans-policies/corporate-plan>

<https://www.slough.gov.uk/strategies-plans-policies/send-inclusion-strategy>

Beyond supporting the Council's corporate objectives, efficient and effective asset management plays a vital role in delivering broader organisational goals, including:

- Improved customer experience ensuring services are delivered from accessible, well-maintained facilities that meet local needs.
- Delivering high-quality services providing modern, fit-for-purpose assets that enable frontline teams to operate effectively.
- Developing new ways of working supporting flexible workspaces, digital transformation, and agile service delivery models.
- Driving local and national change and improvement aligning asset strategies with regeneration, housing delivery, and sustainability targets.
- Building a skilled and capable workforce creating safe, efficient environments that support staff development and productivity.
- Achieving value for money maximising the use of assets, reducing running costs, and generating capital receipts to reinvest in services.

It is widely recognised that efficient and effective asset management is a key enabler for the Council to realise its overall aims and objectives, ensuring resources are used strategically to deliver long-term benefits for residents and communities

### **2.3 National Context**

In addition to financial pressures, several key issues will continue to influence the asset management function, including:

- Changing legislation and compliance requirements
- Sustainability and carbon reduction targets
- Population growth and demographic changes
- Technological advancements and digital transformation
- Evolving service delivery models and community expectations

These factors underline the need for a proactive, strategic approach to asset management that maximises value, supports regeneration, and ensures resilience in a challenging financial environment.

### **2.4 Transparency and Data requirements**

In line with guidance issued by Chartered Institute of Public Finance and Accountancy (CIPFA) councils must publish, in a single location and on an annual basis, information for each qualifying asset. This includes details such as the asset's location and key attributes.

The purpose of this requirement is to drive improved performance of public buildings, encourage better use of resources, and promote the sharing of community assets. By making asset data accessible and transparent, councils can support informed decision-making and strengthen accountability.

## 2.5 National Policy Context: Permitted Development and Asset Use

The Government's permitted development rights (PDR) framework continues to allow the conversion of offices and other commercial buildings to residential use without the need for full planning permission, subject to a prior approval process. Significant changes introduced in March 2024 removed previous restrictions, including:

- The requirement for properties to be vacant for three months before conversion.
- The 1,500 sq. m. cap on floorspace eligible for conversion.

These changes were designed to address housing shortages, encourage economic growth, and provide a quick, flexible solution for repurposing redundant office space. They also aim to revitalise town centres by introducing mixed-use developments and increasing residential presence. Concerns remain about design quality and the loss of affordable housing contributions under Permitted Development Rights (PDR) schemes.

**Localism Act 2011.** The Act represents a significant shift towards local decision-making, enabling councils and communities to take on more responsibility for services, planning, and asset management. It underpins many current strategies, including community asset transfer, neighbourhood planning, and local regeneration initiatives.

**The Portas Review (2011).** This review highlighted the urgent need to revitalise UK high streets recommending measures to make town centres' vibrant, community-focused destinations rather than purely retail spaces. Slough has embraced this vision through initiatives such as the Heart of Slough project, which delivered major public realm improvements, a new bus station, and the award-winning cultural hub The Curve, transforming perceptions of the town centre.

**Community Asset Transfer (CAT).** SBC Community Asset Transfer Policy (CAT) provides a clear framework for transferring suitable council-owned property assets to community organisations. The policy aims to deliver wider social, economic, and environmental benefits while supporting the Council's financial sustainability and community empowerment objectives.

The policy ensures that decisions are transparent, timely, and based on clear criteria, including the capacity of community organisations to manage assets safely and sustainably. It also aligns with the Council's Corporate Plan and Asset Disposal Programme, which seeks to reduce financial liabilities while strengthening partnerships with the voluntary and community sector.

**Government Guidance and the Quirk Review.** The Quirk Review (2007), published as Making Assets Work, highlighted the potential benefits of transferring public assets to community ownership or management.

Key findings included:

- No substantial barriers to asset transfer when risks are managed effectively.
- Transfers can empower communities, giving them stability and confidence to develop services and attract investment.
- Community ownership often leads to better use of assets, improved local engagement, and enhanced social outcomes.
- Recommended a cultural shift in local authorities to embrace partnership working and community-led solutions.

The Government's response to the Quirk Review reinforced these principles, promoting CAT as a mechanism to:

- Strengthen local accountability.
- Support regeneration and economic growth.
- Deliver long-term community benefits beyond financial considerations.

## **4. Property Analysis**

This analysis directly informs asset categorisation priorities, decarbonisation investment, and the Asset Challenge process.

### **4.1 Overview of the Council's Asset Base**

The Council has already progressed significant rationalisation. At the end of 2025/26, General Fund disposal receipts of £227.8m were recorded in the Council's statement of accounts. The SAMP describes how the remaining assets will be managed and how this will support the Council to achieve its disposals target of £79.4m over the current MTFS (2026/27 to 2028/29), including improvements to asset data and valuations, and a renewed focus on condition, compliance and performance.

### **4.2 Asset Information, Valuation and Data Standards**

All assets are recorded in the Council's Fixed Asset Register, capturing both gross and net book values. Valuations are undertaken on a cyclical basis in accordance with current and emerging standards issued by Chartered Institute of Public Finance and Accountancy (CIPFA), the Royal Institution of Chartered Surveyors (RICS), and International Financial Reporting Standards (IFRS), ensuring full compliance with IFRS 16 Leases and other relevant accounting standards.

A data cleanse has been underway during 2025 to understand the assets the Council holds. This has been lost due to a high level of staffing churn and poor record keeping.

There will be a new data system being introduced to ensure that all data is stored and maintained across all property teams and in one location. This will allow us to monitor spend and performance for each asset.

Valuation is carried out in several ways. Prior to any disposal a red book valuation is carried out to ensure that we are getting best value for money but also, we can ensure that we are not underselling an asset.

A five-year rolling programme commencing in FY26/27 will undertake inspections and physical valuations across General Fund assets. This will improve the prioritisation of valuations and help ensure the Council maintains up-to-date records of asset value.

It should be noted that although Asset Valuations are carried out by a third party on a yearly basis. Markets are continuing to fluctuate, and values can swing on a week-to-week basis.

### **4.3 Condition, Suitability and Performance and Overview**

Condition surveys are being recommenced in FY26/27 through a five-year rolling programme to improve the Council's understanding of the retained estate and inform prioritisation of investment, maintenance and disposal decisions.

Condition surveys have not been carried out since 2016 and as a result the estate has seen a significant under investment, resulting in increasing reactive repairs. Capital funding has been secured to carry out a capital maintenance programme over the MTFS, which will ensure that reactive costs are minimised, in turn reducing the need for revenue spend.

Benchmarking budgets, spend against BCIS highlights the scale of the underinvestment, this is continuing to be benchmarked on a yearly basis. Following the condition surveys, it will highlight the scale of the problem and will inform the prioritisation of future disposals, to ensure that the Council does not retain properties that will cause future liabilities.

Currently performance is measured on income vs outgoings, however, going forward it will be benchmarked against BCIS data. There is further work ongoing to bring Building Management Systems online, as well as energy performance data to highlight the efficiency of buildings and to identify where further improvements could be made.

New EPC thresholds being introduced at a national level will mean there will be a requirement for investment into our estate. All buildings will need to reach a minimum of an EPC B. The condition surveys will highlight and identify what works and improvements will need to be made for the Estate to conform to the new regulations.

#### 4.4 Education Estate

The Council owns or maintains a significant education estate comprising early years settings (nurseries and children’s centres) and schools (primary, secondary, alternative provision, and special schools). It does not include land and buildings under the control of academy trusts, though planning does need to consider the roles those sites and settings play in the broader education system.

Demand for school places can be challenging to predict and projections are liable to change, sometimes dramatically. The emerging EAMP needs for close coordination with Education and Schools, Planning, Property, Finance to ensure the sites are in place to deliver expansions or new schools as required.

School type	Maintained	Academy
Nursery	5	
Primary	8	20
Secondary	2	12
All-through		1
Special/AP		3
Best Start Family Hubs and Children’s Centres	5	
School House	1	

As the local authority, the Council has a statutory duty to ensure that there are sufficient suitable school places for resident children and young people. The Department for Education provides capital funding to support this responsibility, and the Council uses this funding to expand capacity,

reconfigure provision and deliver additional places where demand requires it. In fulfilling this duty, investment may be directed to both maintained schools and academies, regardless of their governance status, where this is necessary to meet local need.

The Director of Property will have compliance and oversight for capital maintenance and routine repair of academy buildings, although delivery of projects does not sit with the Council, but where the Council remains the freehold owner. In most cases, academies occupy their sites under long leases that transfer day-to-day maintenance responsibilities to the academy trust. Academy trusts are therefore expected to manage the upkeep of their buildings and access Department for Education capital programmes and grants for condition, repair and improvement works. The Council's Property team, will have oversight of all compliance and Health and Safety files.

Slough Borough Council receives an annual capital allocation from the Department for Education to maintain the schools for which it retains statutory responsibility. This funding is targeted at maintaining the operational safety, suitability and condition of the maintained education estate, and the Council prioritises investment using condition intelligence, compliance information and identified risk across its portfolio. The Director of Property will have oversight, approval and accountability of capital spend across the Education Estate

The Council operates a largely devolved model for maintained schools, with day-to-day premises management delegated to school leaders and governing bodies. Within this arrangement, the Director of Property retains strategic oversight of the estate, including capital planning, condition prioritisation, place planning and landlord responsibilities where these apply, while also making technical and professional property advice available to schools when required. Annual Devolved Formula Capital allocations are passported to schools to support local delivery of smaller-scale priorities, this will be the responsibility of the Director of Education. To support long-term planning, the Property Department, funded by Education will commission condition surveys across the maintained estate on a five-year cycle and supplements this with other evidence such as fire risk assessments, compliance information and school engagement. This evidence base is used to prioritise the capital programme, respond to the highest-risk issues first, and inform future decisions about sufficiency, suitability and the resilience of the education estate.

Under this model, schools are responsible for commissioning their own operational health and safety support and for managing premises-related risks on a day-to-day basis, The Director of Property will have oversight of compliance and statutory health and safety matters across this estate.

Although Schools are responsible for procuring and maintaining relevant statutory inspections, building compliance testing and other premises-related surveys needed to demonstrate safe operation. This includes the routine monitoring of building systems and the management of local issues as they arise, while escalation routes remain available where broader landlord or capital matters need Council involvement. Inspections will be undertaken by the Property Department and it is the schools responsibility to provide all certification to The Council Health and Safety Team.

## **5. Asset Categorisation Framework**

### **5.1 Purpose of Asset Categorisation**

To make the Council's asset retention and disposal priorities explicit and transparent, all non-HRA assets are categorised under a three-tier framework, reflecting the five strategic pillars.

## 5.2 Asset Tier Definitions

- **Tier 1** — Strategically Essential (Protected): assets that are operationally critical to Corporate Plan priority delivery, or subject to statutory obligations, or where disposal would irreversibly damage service capacity.
- **Tier 2** — Operationally Useful (Subject to Review): assets that currently support service delivery but where co-location, alternative delivery models, or asset transfer could achieve the same outcomes at lower cost. Tier 2 assets are subject to annual review through the Asset Challenge. The presumption is retention, but disposal or transfer will be pursued where a clearly better option is identified.
- **Tier 3** — Surplus to Requirements (Disposal or Transfer): assets no longer required for operational service delivery where continued ownership represents an ongoing liability. Tier 3 assets will be progressed through the disposals programme.

## 5.3 Publication and Review of Asset Classification

A summary of tier classifications will be published annually as part of the Council's Transparency Code obligations. A full tier review will be completed as part of each annual Asset Challenge cycle.

Assets are reviewed through the Asset Challenge process described in **Section 6** Decarbonisation and Minimum Energy Efficiency Standards (MEES) compliance are addressed in **Section 13**.

## 6. Asset Challenge Process

### 6.1 Purpose and Scope of the Asset Challenge

The Asset Challenge process is a structured review driven through the Corporate Asset Panel (CAP) of all operational and investment assets to ensure they remain fit for purpose, are financially sustainable, and aligned with corporate priorities.

### 6.2 Assessment Criteria

Assets are categorised against strategic criteria, including condition, suitability, utilisation, and contribution to corporate objectives recommendations include:

- Retain and maintain (required for the delivery of front-line services).
- Strategic retention (suitable for community asset transfer whilst retaining freehold of the property).
- Surplus (dispose in line with Disposal and Acquisition Policy).

This process supports rationalisation, co-location of services, and improved efficiency across the public estate.

### 6.3 Asset Challenge Outcomes

The outcomes of the Asset Challenge process directly inform the Council's approach to disposals, investment, and acquisitions. Assets identified as surplus, under-performing, or better suited to alternative use are progressed through the Council's formal governance and decision-making arrangements. **Section 7** sets out the policy framework that ensures all transactions are delivered transparently, lawfully, and in support of financial recovery and regeneration objectives.

## 7. Acquisitions and Disposals

The policy for Acquisitions and Disposals is set out in Appendix 1.

### 7.1 Disposals Programme 2025- 2030

The disposals programme is a key part of the Council's financial recovery and is managed in line with the Capital Strategy, the MTFs, and the Council's Acquisitions and Disposals Policy. Assets identified as surplus through the Asset Challenge process and wider corporate review are progressed through the approved governance route.

Progress against the disposals programme is monitored through the Council's governance arrangements, with performance reporting linked to the wider SAMP performance framework and annual refresh cycle.

The current disposals programme, as of Financial year 26/27, consists of a further £90m of general fund assets to be disposed of, however with geopolitical and an unstable domestic market volatility, this is subject to change.

FAR Category	IV As of 1st May 2026	Gain(Loss)
	£000s	£000s
<b>Council dwellings</b>		
Land & Buildings	33,452	-(24,459)
Investment Properties	51,669	-(21,861)
Plant / Vehicles / Equipment	0	0
Infrastructure	0	0
Assets Under Construction	1,500	635
Surplus	50	45
Community	3,500	2,431
	<b>90,171</b>	<b>-(43,209)</b>

### 7.2 Investment in Retained Assets

As set out in section 4.2, a condition survey programme will be undertaken to understand the level of investment required to ensure the buildings are fully compliant and in good working order.

The Council's capital programme approved as part of the budget setting process in February 2026 included £6.32m of funding across 2026/27 to 2030/31 to support required works arising from condition surveys, subject to the Council's overall financial position and approval arrangements.

### 7.3 Relationship to the Acquisitions and Disposals Policy

Disposals will balance financial return with corporate objectives. Decisions are transparent compliant and recorded.

In accordance with the Acquisitions and Disposals policy all transactions are structured to ensure that the Council manages its property portfolio effectively. The policy includes the following key components:

- Corporate and Legal Context: The Council's powers to acquire, appropriate, and dispose of land are governed by statute, with specific provisions under the Local Government Act 1972.

- **Asset Management Plan:** This plan supports the council's approach to property assets, integral to service delivery, regeneration projects, and community initiatives.
- **Asset Disposal Strategy:** The strategy focuses on bringing the Council back onto a financially sustainable footing through debt reduction and asset disposals.
- **Procurement Exercise:** The council conducts a procurement exercise in line with the Public Contracts Regulations 2015 to obtain support for a programme of asset disposals.

The policy and strategy are designed to ensure that the Council achieves best value for taxpayers and service users while managing its financial commitments and borrowing levels.

This policy sets out the Council's policies for the disposal, Investment in and acquisition of land and property. The scope of the policy includes sales, Leases, licences, occupation agreements, Service Level Agreements (SLAs) linked property use and change of use.

The policy is structured as follows:

- Corporate and Legal context & definitions.
- Decision making and delegation.
- Implementation - procedures and guidance on disposal.
- Investment or acquisition of assets.

The disposals programme will prioritise assets that no longer support service delivery or present financial risk, while acquisitions will focus on strategic regeneration, housing delivery, and economic growth. All transactions will be subject to Cabinet approval and published in accordance with the Transparency Code (2025) and Procurement Act 2023 notice requirements.

## **8. Recent Performance**

### **8.1 Disposals and Capital Receipts**

The Council has already progressed significant rationalisation. At the end of 2025/26, General Fund disposal receipts of £227.8m were recorded in the Council's statement of accounts. The SAMP describes how the remaining assets will be managed and how this will support the Council to achieve its disposals target of £79.4m over the current MTFS (2026/27 to 2028/29), including improvements to asset data and valuations, and a renewed focus on condition, compliance and performance.

### **8.2 Governance and Control Improvements**

The introduction of the Capital Assets Board has strengthened oversight of which assets need to be retained and why, while also supporting earlier engagement with departments on assets being considered for review, transfer or disposal.

## 9. Governance, Roles & Responsibilities

### 9.1 Decision Making Framework

Governance of asset management is structured to ensure accountability, transparency, and compliance with statutory and best practice standards ensuring decisions are evidence-based, risk-aware, and aligned with lifecycle planning and value realisation.

- Cabinet: Approves Slough's Asset Management Plan (SAMP), Capital Strategy, and key decisions on disposals and acquisitions.
- Leader of the Council: Provides strategic leadership for asset management.
- Section 151 Officer: Ensures financial compliance, including IFRS 16 lease accounting and adherence to Section 123 of the Local Government Act 1972.
- Corporate Landlord: Will oversee all property-related issues, ensuring assets are compliant and managed as a corporate resource.
- Corporate Assets Panel (CAP): Evaluates business cases for disposals, acquisitions, and regeneration projects, ensuring alignment with corporate priorities and financial sustainability.

The Asset Management team will work with the Building Management team to launch Phase Two of the Corporate Landlord role during the Asset Challenge process, with the aim of making greater use and efficiency of corporate assets.

Alongside robust governance arrangements, the Council recognises the importance of identifying and actively managing risks associated with land and property ownership. The following section outlines how risk management is embedded within asset-related decision-making and project lifecycles.

### 9.2 Corporate Landlord Model

The Corporate Landlord model provides the framework through which the Council manages land and property as a single corporate resource rather than as a collection of service-owned assets. It supports consistent decision-making, stronger governance, improved compliance, and better alignment between accommodation, service need, financial recovery, and long-term estate performance.

Under this model, Property and Assets leads on ownership, governance, standards, compliance, maintenance planning, and estate performance, while service departments operate as corporate tenants and define their service requirements through agreed governance routes.

The model supports a more proactive approach to accommodation planning, utilisation, co-location, investment prioritisation, and asset challenge, helping the Council retain the right assets in the right locations and manage surplus or underperforming assets through a clear and consistent process.

#### What the Corporate Landlord model covers

Its scope includes acquisitions and disposals, space standards and utilisation, repairs and maintenance, statutory compliance and safety, security and building operations, accessibility, landlord and tenant matters, and energy performance and sustainability.

### 9.3 Roles and Accountabilities

#### **Cabinet - Role: Strategic oversight and key decision-maker**

Responsibilities:

Approves Slough's Asset Management Plan (SAMP), Capital Strategy, and key decisions relating to property disposals, acquisitions, and major investment.  
Ensures asset decisions align with the Corporate Plan, Medium Term Financial Strategy (MTFS), and statutory obligations.  
Provides oversight and challenge on the delivery of asset-related outcomes.

**Leader of the Council - Role: Political leadership of the Council's corporate estate**

Responsibilities:

Provides political leadership and direction on the strategic use of the Council's land and property assets.  
Champions the Corporate Landlord approach as a corporately managed function.  
Supports cross-portfolio alignment of asset decisions to deliver corporate priorities.

**Section 151 Officer - Role: Statutory financial assurance**

Responsibilities:

Ensures asset decisions comply with financial regulations, best value duties, and Section 123 of the Local Government Act 1972.  
Oversees capital receipts, borrowing implications and IFRS 16 lease compliance.  
Provides assurance that property decisions support the MTFS and Capital Strategy.

**Director of Property and Assets (Corporate Landlord) - Role: Single corporate owner and landlord of the Council's estate**

Responsibilities:

Holds responsibility for the ownership, management, maintenance, and performance of all corporate property assets.  
Acts as the centralised Corporate Landlord, with service departments operating as corporate tenants.  
Ensures all property decisions comply with property law, health and safety legislation, landlord and tenant legislation, and best value duties.  
Sets and enforces corporate policies, standards and procedures covering acquisition and disposal; space standards and utilisation; repairs and maintenance; statutory inspections and compliance; health and safety; security, caretaking, and cleaning; accessibility; insurance; energy efficiency and sustainability.  
Leads implementation of the Corporate Landlord model and signs off all reports with land or property implications.

**Property and Assets Service - Role: Delivery arm of the Corporate Landlord**

Responsibilities:

Provides professional property advice across the organisation.  
Manages leases, licences, third-party occupations, and property transactions.  
Maintains asset records, statutory compliance data, and performance information.  
Identifies under-utilised, surplus, or high-risk assets through cyclical asset reviews.

### **Corporate Assets Panel (CAP)- Role: Corporate scrutiny and approval body**

Responsibilities:

Chaired by the Director of Property and Assets.

Reviews and approves service requests for accommodation changes.

Undertakes cyclical reviews of assets and ensures consistency across the estate.

### **Service Directors and Heads of Service - Role: Corporate tenants**

Responsibilities:

Define operational requirements and future accommodation needs.

Work with the Corporate Landlord to agree suitable accommodation solutions.

Do not independently acquire, dispose of or lease property.

### **Facilities Management - Role: Operational management of buildings**

Responsibilities:

Manages day-to-day facilities services.

Ensures statutory compliance and building safety.

Supports efficiency, sustainability, and energy reduction targets.

### **Core Principle**

All land and property will be managed corporately under the Corporate Landlord model, ensuring legal compliance, efficiency, transparency, and best value.

## **9.4 Assurances and Scrutiny Arrangements**

Robust assurance and scrutiny arrangements are in place to ensure that the Council's land and property assets are managed lawfully, transparently and in accordance with best value duties. These arrangements provide confidence that decisions taken under the Corporate Landlord model are evidence-based, financially robust and aligned with the Council's corporate priorities.

Corporate Assurance

- Single Point of Accountability: The Director of Property and Assets, acting as Corporate Landlord, provides assurance that all land and property decisions comply with property law, health and safety legislation, statutory duties, and corporate policies.
- Section 151 Assurance: The Section 151 Officer provides independent assurance that asset-related decisions comply with financial regulations, best value requirements, and the Medium-Term Financial Strategy, including oversight of capital receipts, borrowing implications and IFRS 16 lease compliance.
- Legal Oversight: All transactions, disposals, acquisitions, and leases are subject to legal review to ensure compliance with statutory powers, procurement requirements, and fiduciary duties.
- Policy Compliance: All asset decisions are taken in accordance with the Asset Management Plan, Capital Strategy, Disposal, Investment and Acquisition Policy and Compulsory Purchase Order Policy where applicable.

### **Decision-Making Scrutiny**

**Corporate Asset Panel:** Provides internal scrutiny of asset-related proposals prior to escalation, ensuring consistency, compliance, and alignment with corporate priorities. Internal officer board, does not have decision-making powers and operates as consultative / advisory body.

**Cabinet Oversight:** Cabinet retains strategic oversight and approval of the Asset Management Plan and key asset decisions, ensuring democratic accountability. Retains decision-making for all key decisions.

**Officer decision making:** Some decisions will require published significant officer decision report, including those made in response to a specific delegation from Cabinet or Cabinet Committee. Officers should consider constitutional requirements on decision-making and decline to exercise delegation in certain circumstances to allow a decision to be made at a member level. This includes where there are community sensitivities or the decision is seen as politically sensitive.

**Cabinet Committee:** Significant asset decisions and outcomes are reported to Cabinet Committee and published where required in line with transparency obligations.

**Member engagement:** Informal engagement with ward councillors and other member bodies can help identify relevant information that should be taken into account when making a decision. This is in addition to the formal roles of overview and scrutiny and audit functions, where members may request to review or scrutiny decisions.

### **Performance, Risk and Compliance Monitoring.**

**Performance Monitoring:** Delivery of the Asset Management Plan is monitored through agreed Key Performance Indicators reported quarterly to the Capital Assets Board and annually to Cabinet.

**Risk Management:** Asset-related risks are recorded on the Corporate Risk Register and reviewed regularly as part of business cases, Asset Challenge reviews and major project governance.

**Statutory Compliance:** Planned programmes of statutory inspections, compliance testing and building safety assurance are maintained corporately under the Corporate Landlord model.

**Audit and Review:** Asset management arrangements are subject to internal and external audit, with recommendations progressed through management action plans.

### **Transparency and Continuous Improvement.**

**Transparency Code Compliance:** Asset data and disposal information are published in accordance with the Local Government Transparency Code and statutory reporting requirements.

**Annual Review:** The Asset Management Plan and associated governance arrangements are reviewed annually and reported to Cabinet.

**Continuous Improvement:** Lessons learned from audit, performance and assurance activity are used to strengthen governance, policies, and procedures.

## **10. Risk Management**

### **10.1 Strategic Asset Risks**

Key strategic asset risks include compliance and safety risks associated with an ageing estate and historic data gaps; financial risks from holding underperforming assets and unquantified maintenance liabilities; operational risks where buildings are not fit for purpose or are poorly utilised; and environmental and regulatory risks linked to energy performance, decarbonisation, and statutory compliance.

### **10.2 Risk Ownership and the Corporate Risk Register**

Asset-related risks are managed through the Corporate Landlord model and embedded in asset challenge, business case development, investment planning, disposals, and major project governance. Where risks cannot be adequately managed within service or directorate arrangements, they are escalated through the Corporate Risk Register with defined ownership, mitigation actions, and review arrangements.

One of the most significant strategic risks and opportunities facing the Council's estate relates to climate change, energy efficiency, and regulatory compliance. The next section sets out how decarbonisation commitments, Minimum Energy Efficiency Standards (MEES), and Net Zero objectives are being integrated into asset management planning and investment decisions.

### **10.3 Review and Monitoring Arrangements**

Asset-related risks are reviewed at least annually as part of the SAMP refresh and on an ongoing basis through the Asset Challenge process, business cases, compliance reviews, and assurance activity. Progress against mitigation actions is monitored through Corporate Landlord governance arrangements and reported through the Capital Assets Board, with escalation to senior leadership and Cabinet where risk exposure increases materially.

## **11. Emerging Strategic Property Needs and Direction of Travel**

Slough Borough Council faces a dynamic environment where asset management must respond to evolving legislative requirements, sustainability targets, and service delivery models.

The following strategic issues will shape the Council's approach through 2026–2030:

### **11.1 Accommodation Strategy to be updated based on agreed disposals programme**

The authority's current operating model offers limited flexibility, with services built around officers rather than the residents and customers. Future investment will redress this by upgrading facilities in community and corporate buildings to enhance flexibility, productivity, and customer service.

There is a need to replace and upgrade the ageing and failing mechanical and electrical services throughout the corporate estate. This work will reduce infrastructure and maintenance cost, achieve substantial energy

The evolving Accommodation Strategy aims to enhance flexibility, efficiency, and accessibility. Subject to bringing forward of a comprehensive IT strategy and agreeing a business case for significant levels of capital investment, Observatory House will be remodelled to increase the number of meeting rooms, informal meeting space and hot desks, all of which will allow staff to undertake their jobs as well as reduce revenue being spent by services through hiring external

meeting space. Community Centres will be enhanced to provide flexible space that will allow staff to hot desk between meetings.

### **11.2 Corporate Landlord (Phase Two)**

In accordance with the Corporate Landlord model, Facilities Management will:

- Act as an enabler for all service delivery.
- Provide a stable, fully integrated property service, with high levels of customer care and clear roles and responsibilities around the landlord/tenant relationship.
- Enable the design of attractive, functional, and sustainable buildings on time and within budget.
- Provide, manage, and maintain good quality facilities for Slough residents and staff, improving customer confidence and satisfaction.
- Take the lead role on safety and statutory compliance within buildings.
- Effectively manage all property related risks.
- Optimise available resources, including personnel, spatial management, and innovation through value for money projects.
- Provide accurate and relevant data around buildings and business performance to inform stakeholders. Improve communications with all stakeholders and partner organisations.
- Ensure best value through prioritisation of maintenance spend, backed by effective procurement arrangements.
- The adoption of this approach will ensure that buildings are viewed as a corporate resource. It will contribute to the optimisation of occupancy levels, improve suitability and condition, identify future investment needs, improve efficiency, reduce CO2 emissions, and generate energy savings, ensure compliance with leases and ensure internal and external occupational agreements are in place and service charge contributions recovered proactively.

The establishment of a corporate office accommodation strategy will ensure that retained buildings are maintained in accordance with an agreed strategy. Inefficient poorly performing buildings will be identified via the Asset Challenge process, leading to rationalisation, the generation of capital receipts and service improvements.

### **11.3 Schools, Leisure, Park, and Community Facilities**

The objectives and outcomes of the Parks and Open Space Strategy will be intricately linked to the objectives of the Leisure Strategy. They will include proposals to help more people make more use of parks for leisure activities, including cycleways.

### **11.4 Housing Revenue Account (HRA) Business Plan**

In parallel to this SAMP, a HRA Business plan is being developed that will consider the most prudent methods of investment to meet the financial and social needs of the council complementing the council's Regeneration and Asset Management Strategies to improve the physical environment of the town.

## 11.5 Education

Education-related asset planning will continue to respond to demographic change, projected demand for school places, and the need to balance education provision with competing land requirements across the borough. The Council will work with education and planning colleagues to ensure asset decisions support strategic school place planning, inclusion, and wider corporate priorities.

## 11.6 Health and One Public Estate

Health and One Public Estate opportunities remain important to the Council's place-based approach. The Council will continue to work with health and public sector partners to identify co-location, service integration, and estate rationalisation opportunities that improve accessibility, support community outcomes, and make better use of the public estate.

This includes working jointly where appropriate on accommodation planning, community-facing facilities, and the development of integrated solutions that support healthier, safer, and more independent lives.

The Joint Wellbeing Strategy and Corporate Plan confirm that working in partnership to improve the health of residents and accessibility of services is a strategic priority.

## 12. Summary of Key Actions

### 12.1 Key Actions Aligned to Strategic Pillars

#### **Pillar 1 – Recover**

Manage the estate to support financial recovery and sustainability.

Implement a proactive estate management approach to maximise commercial income in line with market conditions.

Reduce rent arrears and void losses through revised procedures, active monitoring, and enforcement of payment plans.

Ensure all third-party occupation of Council property is covered by appropriate formal agreements.

Introduce improved asset management systems to record key property data, critical dates, and compliance information.

Deliver the approved disposals programme to generate capital receipts and reduce borrowing in line with the Medium-Term Financial Strategy.

Align asset investment decisions with the Capital Strategy and Medium-Term Financial Strategy.

#### **Pillar 2 – Rationalise**

Maintain a smaller, more efficient, fit-for-purpose estate.

Undertake regular Asset Challenge reviews to assess utilisation, condition, suitability, and cost.

Identify poorly performing, underutilised or surplus buildings for disposal, transfer, or alternative use.

Rationalise administrative and operational buildings to reduce running costs and improve efficiency.

Promote co-location and sharing of space between services and with public sector partners.

Embed the Corporate Landlord model to ensure assets are managed corporately.

#### **Pillar 3 – Regenerate**

Use land and property to deliver housing, regeneration, and transformational change.

Support housing-led regeneration schemes and strategic sites through development appraisals and estates input.

Work with regeneration partners to unlock development sites and resolve asset constraints.  
Support delivery of town centre regeneration, health facilities, and community infrastructure.  
Consider strategic acquisitions that unlock regeneration or housing delivery.  
Use Council land to support mixed-use development and long-term place-shaping outcomes.

#### **Pillar 4 – Decarbonise**

Reduce carbon emissions, improve energy performance, and support the Council’s Net Zero and environmental commitments across the corporate estate.

Establish a carbon, energy consumption, and building performance baseline across the retained operational estate.

Prioritise decarbonisation and retrofit investment based on asset condition, operational performance, energy consumption, running costs, Display Energy Certificate (DEC) ratings, Energy Performance Certificate (EPC) ratings where applicable, and community value.

Ensure compliance with applicable statutory and regulatory energy performance requirements, including Minimum Energy Efficiency Standards (MEES) for relevant leased and income-generating assets.

Embed decarbonisation, climate resilience, and whole-life carbon considerations into asset retention, acquisition, investment, redevelopment, and disposal decisions.

Promote energy-efficient, low-carbon, and climate-resilient design standards across new developments and major refurbishments on Council-owned land, targeting net-zero operational performance where feasible.

#### **Pillar 5 – Enable**

Ensure the estate actively supports service delivery and corporate priorities.

Provide modern, flexible accommodation that supports customer-focused services and new ways of working.

Update and implement the Accommodation Strategy in line with agreed disposals and service needs.

Support delivery of school places, health facilities, and community infrastructure in appropriate locations.

Promote Community Asset Transfer and partnership working where this delivers social value and best value.

Embed a culture of continuous improvement through strong governance, performance management, and transparency.

### **12.2 Delivery Responsibilities and Time Horizons**

Delivery of the asset management plan is structured to ensure clear accountability, realistic delivery timescales and ongoing oversight across the period 2026 to 2030. Responsibilities are aligned to the Corporate Landlord model and the Council’s wider governance and financial frameworks.

Delivery actions are phased over three-time horizons to ensure a balanced approach between immediate financial recovery, medium-term estate optimisation and longer-term transformation.

#### **Short term (2026-2027)**

The corporate landlord model and governance arrangements.

Deliver the approved disposals programme and generate capital receipts.

Establish baseline data for condition, compliance, energy performance and utilisation; address the highest-risk compliance, safety and financial issues; and embed performance reporting and risk management arrangements.

### **Medium term (2027-2029)**

Complete cyclical Asset Challenge reviews across the retained estate

Progress estate rationalisation and colocation initiatives

Prioritise investment and decarbonisation work in Tier 1 and Tier 2 assets.

Support regeneration and housing delivery through land assembly and asset release.

### **Longer term (2029-2030 and beyond)**

Continue optimisation of the estate based on updated service and accommodation strategies

Progress larger scale regeneration and redevelopment opportunities

Deliver sustained reductions in operating costs, carbon emissions and risk exposure.

Refresh the asset management plan in line with future corporate plans and spending review cycles

## **13. Monitoring & Evaluating Performance**

### **13.1 Performance Framework**

The following KPIs will be reported quarterly to the Capital Assets Board and annually to Cabinet, aligned to the five strategic pillars in **Section 1.7**.

- **Pillar 1 — Recover:** (a) Total capital receipts from disposals (£m) vs Capital Strategy target. (b) Net income yield from commercial estate (£m). (c) Total maintenance backlog value (£m) and annual reduction trajectory. (d) IFRS 16 lease inventory: number of leases, total right-of-use asset value, annual liability.
- **Pillar 2 — Rationalise:** (a) Number of assets reviewed through Asset Challenge annually (with outcomes: retain/dispose/transfer). (b) Space utilisation rate (%) across operational buildings, target ≥80%. (c) Total operational floor area (m<sup>2</sup>) and annual reduction trajectory. (d) Number of assets by tier (Tier 1/2/3).
- **Pillar 3 — Regenerate:** (a) Housing units unlocked through Council land disposals or partnerships. (b) Number of BNG assessments completed on disposals and development sites. (c) Slough Central and other major regeneration milestones vs programme.
- **Pillar 4 — Decarbonise:** (a) Total carbon emissions (tCO<sub>2</sub>e) from the operational estate (Scope 1 and 2) and performance against annual reduction targets. (b) Energy consumption per m<sup>2</sup> (kWh/m<sup>2</sup>) across the retained operational estate. (c) Percentage of non-domestic let assets MEEs-compliant (EPC ≥E). (d) Number of assets rated EPC F or G (improvement programme status). (e) Number of assets rated EPC A or B. (f) Display Energy Certificate (DEC) rating across applicable operational buildings. (g) Annual utility cost savings achieved through decarbonisation and energy efficiency initiatives.
- **Pillar 5 — Enable:** (a) Number of assets under community asset transfer or long-term community lease. (b) Number of One Public Estate co-location arrangements established. (c) Percentage of operational assets rated satisfactory condition or above (RICS condition rating B or better). (d) Resident satisfaction with Council-managed facilities.

## 13.2 Review and Refresh Cycle

The performance framework will be used to monitor delivery of the SAMP, identify emerging issues, and inform annual review and refresh. This ensures that asset management remains aligned to the Council's corporate priorities, financial position, statutory obligations, and wider estate risks.

The introduction of the SAMP 2026–2030 helps to identify gaps in the way land and building assets are managed and establishes the actions needed to strengthen governance, improve asset data, embed the Corporate Landlord model, and support better-informed investment, disposal and performance decisions.

The SAMP will be reviewed annually, with progress monitored through the performance framework and KPIs reported quarterly to the Capital Assets Board and annually to Cabinet. The Plan will be refreshed as required to reflect material changes in the MTFs, the disposals programme, statutory requirements, or assurance findings.

## 14. Gap Analysis and Continuous Improvements for 2026–2030

### 14.1 Identified Gaps

The gap analysis will identify a series of structural, data-led and governance-related issues that must be addressed to ensure the Council's land and property assets are managed as a fully strategic corporate resource. These gaps reflect historic approaches, organisational complexity and the scale and condition of the estate. Strategic and governance gaps include inconsistent application of a fully embedded Corporate Landlord model, with legacy service-led decision-making still evident in some areas; asset governance arrangements historically focused on transactions rather than whole-estate performance and lifecycle management; variable understanding across the organisation of property roles, responsibilities and approval routes; and limited consistency in how asset-related risks are escalated, recorded and monitored corporately.

Data, information and system gaps include incomplete and inconsistent asset data across condition, compliance, utilisation, valuation and energy performance; asset information held across multiple systems, limiting corporate visibility and reporting capability; limited availability of real-time performance data to support evidence-based decision-making; and gaps in historic records relating to statutory inspections, compliance regimes and maintenance backlog.

Performance and monitoring gaps, lack of a fully implemented and consistently applied KPI framework aligned to strategic asset objectives, inconsistent baseline data limiting the ability to track trends in cost performance utilisation and carbon, limited integration between asset performance reporting financial planning and service planning, historic emphasis on reactive reporting rather than forward-looking performance management.

Financial and life-cycle planning gaps include an incomplete understanding of whole-life asset cost across the retained estate, historic under-prioritisation of planned maintenance and life-cycle investment, limited linkage between asset condition, investment prioritisation and disposal decisions, and a need for stronger alignment between asset investment decisions and the Medium-Term Financial Strategy.

Decarbonisation and sustainability gaps remain, including the absence of a fully established energy and carbon baseline across the non-domestic estate and limited asset-level understanding of EPC and DEC performance, as well as MEES compliance risks. Decarbonisation has not historically been consistently embedded into asset retention, disposal, and investment decision-making. There is

therefore a need to clearly reprioritise decarbonisation investment, aligned to asset tier, EPC and DEC performance, running costs, and wider community impact. Capacity capability and culture gaps, variable confidence across services in engaging with the corporate landlord model, limited historical capacity to undertake systematic asset reviews across a large and complex estate, requirement to embed a stronger culture of continuous improvement learning and challenge, need to strengthen property finance and service collaboration in decision-making.

Addressing these gaps during the 2026 to 2030 plan period is critical to strengthening governance, improving value for money, reducing risk and ensuring the Council's estate actively supports recovery, regeneration and service delivery.

## **14.2 Actions to Address Gaps (2026–2030)**

To address the gaps identified in section 14.1, the Council will implement a targeted programme of governance, data, performance and capability improvements over the period 2026 to 2030. These actions will strengthen the Corporate Landlord model, improve decision-making, and ensure that the estate is managed as a strategic corporate resource.

## **14.3 Addressing Strategic and Governance Gaps (2026–2030)**

To strengthen governance and delivery, SBC will:

Fully embed the Corporate Landlord model clarifying roles responsibilities and approval routes for all asset related decisions. Require the Director of Property and Assets as corporate landlord to sign off on all reports and business cases with land or property implications. Strengthen corporate asset governance arrangements to focus on whole estate performance risk and lifecycle management, not solely transactions. Standardise escalation, recording and monitoring of asset related risks through the corporate risk register, reinforce compliance with adopted asset policies including the asset management plan the capital strategy and the disposal investment and acquisition policy.

Address data information and system gaps, implement consistent corporate asset data standards covering condition compliance utilisation valuation an energy performance. Consolidate asset information into a reduced number of core systems to improve data integrity accessibility and reporting capability. Complete comprehensive condition compliance and EPC baseline assessments across the retained estate. Establish clear data ownership and quality assurance process is within the property and assets service.

Address performance and monitoring gaps, implement a fully defined and consistently applied KPI framework aligned to the five strategic pillars, established reliable baseline data to enable year on year tracking of cost utilisation performance and carbon, integrate asset performance reporting with financial planning capital programme development and service planning, shift from reactive reporting to a forward-looking performance management approach supported by regular review cycles.

Address financial and life cycle planning gaps, develop improved understanding of whole life asset cost including maintenance compliance and energy liabilities, prioritise planned maintenance and lifecycle investment based on asset tier risk and service criticality, strengthen links between asset condition investment prioritisation and disposal decision, improve alignment between asset investment decisions and the medium-term financial strategy.

Address decarbonisation and sustainability gaps by establishing a robust energy and carbon baseline across the non-domestic estate, including DEC and EPC performance data. Explicitly integrate EPC, DEC (where applicable), and MEES compliance into asset challenge, retention, and disposal

decisions. Prioritise decarbonisation investment by asset tier, EPC and DEC performance, running costs, and community impact. Embed net zero and sustainability considerations into governance, reporting, and decision-making frameworks. Addressing capacity capability and culture gaps, build corporate capability through clearer guidance training and engagement of the corporate landlord model, improve collaboration between property, finance and services in asset decision-making, strength and capacity to deliver systematic asset reviews, risk management and performance reporting, embed a culture of continuous improvement, challenge and learning, informed by assurance, audit and performance outcome.

Monitor delivery of improvement actions: progress against these actions will be monitored through Corporate Landlord governance arrangements and reported to the Capital Assets Board. Delivery will be reviewed annually as part of the Asset Management Plan refresh, and actions will be updated where necessary to reflect changes in legislation, financial context or corporate priorities.

## **15. Equal Opportunities**

The implementation of the AMP will ensure that buildings comply with the requirements of the Equality Act 2010. The council will undertake Equality Impact Assessments and ensure that new projects are accessible to all members of the community and enhance community cohesion.

The council will promote Equalities and Diversity through:

- Ensuring that the design, delivery, and commissioning of service is fair, equitable and accessible.
- Promote equal life chances for all by optimising the use of assets in the communities we serve.
- Ensuring that our public buildings are accessible and welcoming to all sections of the community.