

SERVICE PLAN 2024/25 - ASSETS

1. SERVICE OVERVIEW

INSERT BRIEF OVERVIEW OF TEAM

The Assets team is responsible for the management of the investment portfolio, the regeneration portfolio (comprising assets acquired with the aspiration to develop and/or regenerate); delivery of the development programme; management of residential assets and management of the municipal portfolio. The team's aim is to deliver good value functions reflecting the borough's CARES priorities.

WHO WE ARE

Group Head x 1 (Coralie)

Business Support Manager x 1 (Sonia)

Asset Manager Team x 2.78 Directly employed (Sian, Katherine, Asha) 1x Consultant/Interim Asset Manager (Jeremy)

Property Support Team x 3 (Russell, Tia & Ruby)

Development Team x 1 Consultant/Interim (Richard M)

Facilities Management x 5 (John, Alan, Graham, Stacey, Clare)

KGE Support Team x 4 (Vicki, Tarnjit, Rachel & Vacant post)

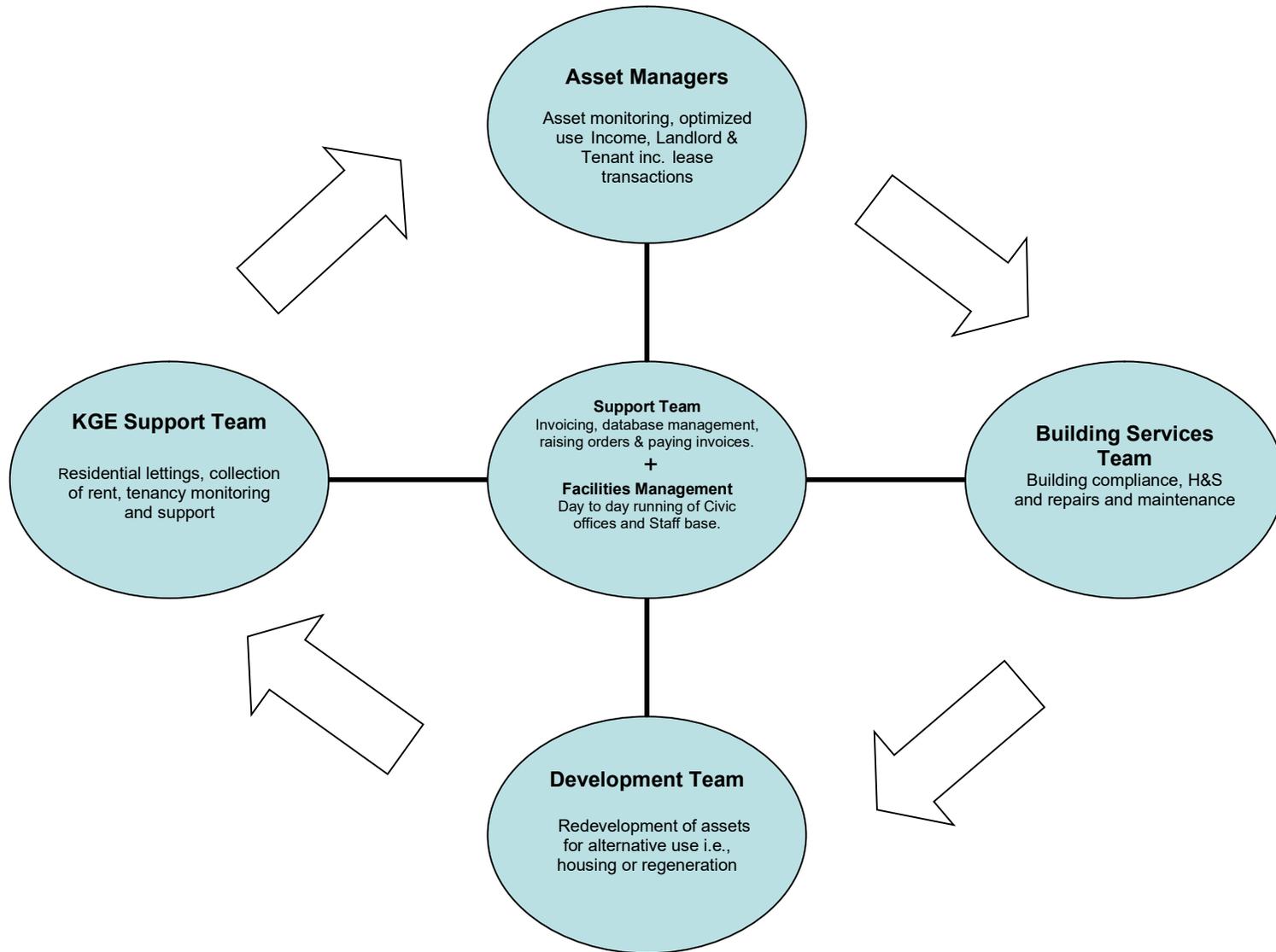
Building Services Team x 4 (Alfred, John, Tom & Akin)

WHAT WE DO: Service Purpose and Core Business Functions

The Council own an optimum portfolio of land and property which enables the effective delivery of its services and objectives. The Assets team ensure this portfolio is managed efficiently, effectively and on a basis that represents value for money and ensures future sustainability." This service plan relates mainly to the municipal portfolio i.e., does not include regeneration and investment property nor the residential accommodation managed by KGE.

The municipal portfolio is occupied for council service delivery or to community groups. The team deal with all external lettings and ensure the premises are kept in repair and are fully compliant with Health & Safety requirements. We deal with all aspects of landlord and tenant matters i.e., rental income, lease events, new lettings, through to repairs and maintenance, statutory compliance, and opportunities for disposal/development/alternatives uses of surplus assets.

There is a golden thread which runs through the Service in terms of each specific team's involvement with the provision of a comprehensive property-based solution that fully supports the council's day to day and strategic activities.



KEY ACTIVITIES/PROJECTS FOR 2024/25 – Significant one-off activities and projects to be undertaken in 24/25 (Projects need to have a business case, PID report before any revenue or capital growth bid is included in the tables below, before you prepare a report for MAT.

Insert the relevant ‘enabling actions’ actions your Team intends to undertake in the coming year to help maximise your resources to achieve service priorities and contribute towards the Corporate Plan priorities and objectives. These will include specific actions that contribute to your team’s work and include any significant ICT projects, specific areas of development in terms of assets, major capital projects and any actions to mitigate against identified service risks. **Ensure fully cover budgetary issues and address climate change impacts** (i.e. does scheme contribute to reducing carbon emissions or meet other social and environmental criteria)

KEY ACTIVITIES DELIVERING THE COUNCIL’S CORPORATE PLAN And other key statutory and service elements						
What is our corporate priority (CARES) ? Is the function statutory or non-statutory	Provide clear outline of what the service wants to achieve including projects and outcomes/deliverables	How will we measure the difference made?	Is a business case required? and when do you hope to action the achieve this by? Or Is this just a growth bid?	Who is the lead officer?	Which Committee sign off?	Other service resources e.g. procurement and budget required mention if also potential growth bids
Service Delivery	Pro-actively manage the Municipal portfolio, liaising with tenants and external consultants to ensure rental income is maximised and that the Municipal assets meet the requirements of the services using them.	BAU	No	Whole Asset Management Service		Finance Legal Procurement

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
Service Delivery	Deliver agreed reporting documents for FY 24/25	Ensuring Committee members are fully appraised of Assets work will assist prompt and informed decision making	No	Asset & Development Managers	DSC/CASC	Finance Legal
Service Delivery	Tender Property Valuation Contract for the Municipal Property portfolio (current contract expires March 2024)	Award of Contract	No	Asset Managers	CASC	Procurement, Legal, Finance Cost £15,000 pa
Service Delivery	Ensuring all assets including the Council offices are appropriately maintained utilising a planned maintenance approach	Informed budget for all maintenance	No	Building Services Team/FM	CASC	Procurement Legal Finance
Service Delivery	Tender Property Valuation Contract for the Commercial Property portfolio (current contract expires March 2025 with potential for one year extension)	Award of Contract	No	Asset Managers	CASC	Procurement, Legal, Finance Cost £40,000 pa
Service Delivery	Ensure all assets inc the Council Offices meet statutory compliance standards and are fully health & safety compliant	Informed budget and avoid reputational damage	No	Building Services Team/FM	CASC	Procurement Legal Finance
Service Delivery	Ongoing monitoring of the Sunbury Leisure Centre in terms of maintenance obligations being adhered to prior to the new Leisure Centre operator contract being commenced.	SBC not incurring substantial financial costs resultant from operator default	No	Building Services Team/FM	DSC/CPRC	Procurement Legal Finance Leisure
Community & Service Delivery	Production of a strategy for bringing forward SBC owned sites in Staines and other areas of the Borough to inform disposal, regeneration or redevelopment	An agreed approach with Members to how each site fits into the wider place making agenda and	Yes, once the new delivery strategy is approved	Group Head support by whole service area	DSC/CPRC	Procurement Legal Finance Parking Planning

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
	options, timing, and prioritization of each site.	delivery of affordable homes	by Members			MAT Members cost c. £50,000 for consultant advice and designing a masterplan

2. RESOURCES 2023/24 IDENTIFY FOR EACH SERVICE AREA – THIS SHOULD BE YOUR APPROVED FIGURES FOR 2023/24 (ASK YOUR SERVICE ACCOUNTANT FOR ASSISTANCE AS REQUIRED).

Service Area	Revenue Expenditure Budget £	Capital Budget £	Projected Income £	Staff (Full time equivalents)	Key risks for budget
Assets				20.78	
Admin Management	758,500		-395,200		
Staines CAD			-342,300		
General Properties	36,500		-66,600		
Development Properties	305,800		0		
Planned Maintenance	1,315,800		0		
Facilities Management	774,400		-23,000		
Public Halls	0		-26,500		
Parks Properties Project	6,600		-25,900		
Projects					

Laleham Park Pavilion		250,000			
Ashford Community Centre		3,500,000			
Cedar Recreation Ground toilet block		250,000			
Greeno Rec		£1,200,000			
Revelstoke		£400,000			
Manor Park Pavilion		£750,000			
Sandhill Meadow Bridge		£200,000			This is being managed by a resident association who may not be experienced when setting budgets, so risk cost to SBC may increase.
Total	£3,197,600	£6,550,000	-£879,500		

Total Cost - Revenue					328,668	328,668					328,668	334,125	342,928	355,073
Income - Revenue	Reduction in Parks Properties Income due to letting of flat to a community user	31003-7501	04/24	N/A	8,300	8,300	On-going	N – reduction in rent	N – reduction in rent	8,300	8,300	8,300	8,300	8,300
Income - Revenue	Income budget set up for internal printing recharges	30502-4308	04/24	N/A	-27,000	-27,000	On-going	N	N	-27,000	-27,000	-27,000	-27,000	-27,000
Income - Revenue	Income budget set up for external printing recharges	30502-4308	04/24	N/A	-6,000	-6,000	On-going	N	N	-6,000	-6,000	-6,000	-6,000	-6,000
Income - Revenue	New income from letting of the garage for a 2-3 year term for Oast House – former tyre garage)	21134-7501	04/24	N/A	-12,000	-12,000	03/27	N	N	-12,000	-12,000	-12,000	-12,000	0
Total Income - Revenue					-36,700	-36,700				-36,700	-36,700	-36,700	-36,700	-24,700
Staff - Revenue	N/A													
Total Staff - Revenue										0	0	0	0	0
Savings - Revenue	All fees for the development delivery work carried out by the Asset team would need to be approved as a separate capital budget	30132-4401	04/24	N/A	-45,000	-45,000	On-going	N	N	-45,000	-100,000	-100,000	-100,000	-100,000
Savings - Revenue	Reduction of 3 Bluebox computer software licences each year	30132-4552	04/24	N/A	-15,000	-15,000	On-going	N	N	-15,000	-15,000	-15,000	-15,000	-15,000
Savings - Revenue	Removal of vending machine	30703-4003	04/24	N/A	-1,300	-1,300	On-going	N	N	-1,300	-1,300	-1,300	-1,300	-1,300

Revenue - Savings	Reduction in telephone calls charges budget for Knowle Green Facilities office as actuals are below budget	30703-4511	04/24	N/A	-2,500	-2,500	On-going	N	N	-2,500	-2,500	-2,500	-2,500
Revenue - Savings	Reduction in other expenses budget for Knowle Green Facilities office as actuals are below budget	30703-4979	04/24	N/A	-3,000	-3,000	On-going	N	N	-3,000	-3,000	-3,000	-3,000
Savings - Revenue	Reduction in Programmed Maintenance costs as some costs can be moved forward as capital bids	11599-2002	04/24	N/A	-100,000	-100,000	On-going	N	N	-100,000	-100,000	-100,000	-100,000
Savings - Revenue	Budget is greater than the Canon contract spend for printers which is £12.5k against a £20k budget	30502-4042	04/24	N/A	-7,500	-7,500	On-going	N	N	-7,500	-7,500	-7,500	-7,500
Savings - Revenue	Reduction in consultants' fees budget for Municipal Properties as this relates to one off projects rather than re-occurring spend	31002-4401	04/24	N/A	-10,000	-10,000	On-going	N	N	-10,000	-10,000	-10,000	-10,000
Savings - Revenue	Reduction in surveyors' fees budget for Municipal Properties as this relates to one off projects rather than re-occurring spend	31002-4404	04/24	N/A	-7,000	-7,000	On-going	N	N	-7,000	-7,000	-7,000	-7,000
Savings - Revenue	Approval of Thameside House demolition will reduce running costs of this development site (23/24 budget was £165k for Business Rates; if not demolished other costs will have to be built into new budget. Figures shown are full budget requirements for future years)	21129	04/24	N/A	-165,000	-165,000	On-going	N	N	-297,800	-374,800	-313,872	-391,516

Savings - Revenue	Oast House (34b Kingston Rd) running costs assuming demolition of the former residential dwelling (there is no budget for 23/24)	21134	04/24	N/A	NIL	NIL	On-going	N	N	-15,000	-15,000	-15,000	-15,000
Savings - Revenue	Removal of full time Residential Manager post.	30132	04/24	N/A	-42,000	-42,000	On-going	N	N	-42,000	-42,000	-42,000	-42,000
Total Savings - Revenue					-398,000	-398,000				-546,100	-678,100	-617,175	-694,816

Revenue, Staff and Savings Bids 24/25, 25/26 and 26/27. Given the medium-term financial strategy is extremely tight please consider likely impact of each items beyond 24/25 where feasible or where savings may emerge, it is essential that you enter figures for 25/26, 26/27 and 27/28, if you don't believe there will be any figures for a year enter n/a (not applicable).

Use a separate line for each item.

Provisional 2024/25 revenue cost/income budget requested.

Service Area	Revenue Expenditure Budget	Projected Income	Staff (Full time equivalents)	Savings	Total budget
Total 2023/24	1,786,100	-879,500	1,411,500	0	2,318,100
Expenditure Costs	328,668	0	0	0	328,668
Project Income/Lost Income	0	-36,700	0	0	-36,700
Staff	0	0	-42,000	-42,000	-42,000
Savings	-356,000	0	0	-356,000	-356,000
Total 2024/25 Provisional Revenue Budget 2024/25	2,114,768	-916,200	1,369,500	-398,000	2,170,068

Significant/Material anticipated revenue budget impacts:

Please highlight any estimate financial impacts (positive or adverse) anticipated over the next four years. For example this could arise from new anticipated statutory requirements, contractual inflation/new contracts; impact of population growth etc

Service Cost Centre	Issues Description	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
Responsive and Planned maintenance	Uplifts on current contracts value of £518K are at an average of 10% due to current high CPI rate	0	57,000	63,000	69,000
Total £000s		0	57,000	63,000	69,000

Capital Bids 24/25, 25/26 and 26/27. It is important that before you submit bid, particularly for a project, you must have gone through the PID process and discussed the project with procurement, if you have not done either, you bid will be rejected, as our medium term financial strategy indicates that cash flow will be extremely tight. Therefore, please consider likely impact of each items beyond 24/25 where feasible or where savings may emerge, it is essential that you enter figures for 25/26, 26/27 and 27/28, if you don't believe there will be any figures for a year enter n/a (not applicable).

Use a separate line for each item.

(1) Details of bid	(2) Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items	(3) Cost Centre code details	(4) Start Date MM/YY	(5) Gross Funding rec'd Separate line. If none enter n/a (£000)	(6) Gross Capital Cost £000	(7) Total bid Req'd. £000's	(8) End Date MM/Y Y	(9) PID Req'd Y or N Mandatory	(10) Procurement involved Y or N Mandatory	(11) 24/25 £000	(12) 25/26 £000	(13) 26/27 £000	(14) 27/28 £000
Capital	Production of a strategy for bringing forward SBC owned sites in Staines and other sites within the Borough to inform disposal or redevelopment options, timing, and prioritization of each site.	TBC	04/24	0	50,000	50,000	03/25	Y	Y	50,000	0	0	0
Capital	Carbon reduction initiatives through installation of Solar Panels and Air Source Heat Pumps at the following buildings: Knowle Green; White House Depot; Laleham Nursery; Shepperton Preschool; Fordbridge DC; Greeno DC; Staines CC. Grant funding will be applied for which should reduce the cost to SBC, levels of available funding are not	TBC	04/24	Not known as yet	2,967,000	TBC	03/27	Y	Y	0	1,560,960	1,406,040	0

	known, hence including full costs for SBC												
Capital	Demolishing of Thameside House	21129	04/24	N/A	600,000	600,000	03/25	Y	Y	600,000	0	0	0
Capital	Demolishing of former residential dwelling at 34b Kingston Road	21134	04/24	N/A	40,000	40,000	03/25	Y	Y	40,000	0	0	0
Total Capital					3,657,000	TBC				690,000	£1,560,960	£1,406,040	0

3. CARBON FOOTPRINT – working in conjunction with our Climate Change Officer please highlight in the table below how you intend to reduce the Carbon Footprint (by tons) within your department over the next four years and beyond, if there is an invest to save element in your plans, please ensure that the cost element is highlighted in the relevant section above for revenue and or capital bids

Cost Centre	Initiative	24/25	25/26	26/27	27/28
Responsive and Planned maintenance	LED Lighting (Knowle Green & Laleham Buildings)	1.10	1.10	1.10	1.10
Responsive and Planned maintenance	Solar PV (Knowle Green; White House Depot; Laleham Nursery Buildings)	22.00	22.00	22.00	22.00
Responsive and Planned maintenance	Air Source Heat Pump (Knowle Green; White House Depot; Laleham Nursery; Shepperton Preschool; Fordbridge DC; Greeno DC; Staines CC)	0.00	121.01	173.01	173.01
Responsive and Planned maintenance	A consultant has been appointed to carry out Heat Decarbonisation Plan (HDP) of SBC properties. Report expected in March 2024 will summaries recommendations for carbon footprint reduction on a 10-yr rolling plan. This means that Total Carbon Reduction by ton will increase if recommendations in the report are implemented.				
Total carbon reduction by ton		23.10	144.11	196.11	196.11

4. PROCUREMENT CONTRACTS – please list below all contracts under £40,000 that will lapse and or will need to be renewed over the next four years

Cost Centre	Supplier	Contract details	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
Responsive and Planned maintenance	Thamesway Contractors Ltd	General Building Reactive Works (Municipal and Residential properties)	250,000	275,000	302,000	332,750
Responsive and Planned maintenance	Smith & Byford Ltd	Maintenance Service of HVAC systems (Municipal and Residential properties)	63,000	69,000	76,000	84,000
Responsive and Planned maintenance	SEE Services Ltd	Maintenance Service of Electrical systems (Municipal and Residential properties)	102,000	112,000	123,000	135,000
Responsive and Planned maintenance	Powerpoint Fire & Security Ltd	Maintenance Service of Fire Alarm, Fire Extinguishers, and Emergency Lights (Municipal and Residential properties)	43,000	47,000	52,000	57,000
31002 4403	Wilkes Head & Eve	Annual revaluation of all municipal properties over £1m	17,500	17,500	17,500	17,500

		plus properties on rolling valuation programme				
Total £000s			475,500	520,500	570,500	626,250

5. KEY PERFORMANCE INDICATORS - *These measure performance for key ongoing activities of the service and corporate performance monitoring on a quarterly basis – NB review and consider meaningful as well as statutory KPIs – KPIs will be reported to Committees quarterly.*

Code	Key indicator description	Time period	Target
	Accurate Budget setting and monitoring for income and expenditure across the portfolio within a +/- 5% tolerance	Monthly	Every financial year
	Ensure all tenants comply with the terms of their agreements including payment of rent on time, not undertaking activities that breach the terms and conditions of the agreement	On-going	Min annual property inspections
	Hold regular meetings with all tenants and internal service users to ensure informed decision making about all assets i.e., being aware of tenant's intention to vacate requiring re-letting, potential financial difficulties, need for larger space and to generally maintain a customer focused approach with all tenants.	On-going	Min annual meetings/discussions
	Ensure all properties remain health and safety compliant and that all statutory compliance checks are undertaken in a timely manner in accordance with required timescales.	On-going	All property to remain safe and compliant to statutory standards
	To ensure properties do not fall into disrepair, ensure a proactive planned maintenance approach is operated on where possible to ensure expenditure budgets are informed and reliable. All works should be procured in accordance with the Council's standing order guidance.	On-going	Min annual inspection of all properties
	All projects are progressed in accordance with approved budgets and the relevant committee decisions	On-going	Regular reporting to council committee and preparation of up-to-date budgets inc. reporting of budget changes
	Evaluate all Disposal and re-purposing opportunities for assets no longer cost effective in current use	On-going	At least once every financial year and more frequently if property becomes vacant in a period less than 12 months from last review.

	Ensure all invoices/payments are processed and paid in a timely manner.	On-going	Within 30 days of receipt, unless a shorter time period has been agreed ie construction contracts
	Work collaboratively with all stakeholders (internal and external) to achieve outcomes in respect of cross council service projects	During the project period	Regular stakeholder meetings and briefing updates.

7. KEY ISSUES/RISKS FOR 2024/25 – this section highlights key issues/risks which may affect other services that work with us or support our work (add in rows as appropriate. Please ensure cover future and current service risks. In light of corporate risk please ensure consider each area fully.

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS
Approved design density & massing, does not achieve financial viability for new development.
COMMUNICATION/CONSULTATION
<i>DSC & CASC committees and colleagues in other departments</i>
LEGAL ISSUES (likely to require additional legal support)
Sufficient resource to progress legal documentation in a timely manner
GDPR
Ensure any issues relating to data management and protection are covered under risks.
PROCUREMENT OR CONTRACTS (upcoming procurements or contracts required)
As above for legal, procurement need an indication at least of anything likely to arise (should also be included in project section above where any projects requiring procurement assistance should be highlighted)
ICT (e.g. provide information on systems to be purchased or support needed)
As above for legal they need to be aware of possible ICT needs
Climate Change
Consider both how the service would be impacted by climate change and its climate change impacts.
SERVICE RISKS (consider likelihood and impact) – relate where appropriate to corporate risk
additionally complete risk appetite framework Appendix A (below)
NON-LEGAL ISSUES
Include resourcing
EQUALITY and DIVERSITY

Equality Impact Assessments Required or Reviews due include here

8. LOOKING FURTHER AHEAD: OTHER KEY ISSUES/RISKS FOR THE NEXT THREE YEARS – issues e.g. legislation that we need to plan for in the medium term, financial changes, climate change,

SERVICE AREA

9. KEY CONTACTS

Coralie Holman	Group Head
Sian Bowen	Principal Asset Manager
Alfred Osawe	Senior Building Surveyor
Russell Davis	Property Account Manager
Vicki Ellis	Principal Residential Property Manager
John Hesbrook	FM Manager
Sonia Hazlehurst	Business Support Manager

10.0 MANAGEMENT

10.1 Group Head’s comment/signoff

Signature/ date	Comments
 <hr style="border: 1px solid red; width: 100%;"/>	<p>The costs associated with a new place making strategy for Staines have been included within the service plan for 24/25 at £50k, both the timing and the level of fees is subjective on the preferred approach by Members to alternative delivery methods. It is also probable new income streams from interim uses of vacant development sites will be generated during the latter parts of 2023/24 and into 2024/25, but these are not known in sufficient detail to allow forecasts to be included within the service plan at this stage.</p> <p>An additional c. £200k of revenue budget has been included in the forecasts for 2024/25 onwards to meet the non-recoverable costs of development sites i.e., security, NNDR, utilities etc that has been incurred historically without budget provision.</p>

10.2 Comments/sign off from the Deputy Chief Executive – to follow when TC returns from A/L

Signature/date	Comments

Document Reference:	Service Plan 2024/25
Version:	V2
Date of issue	
Originator:	
Reviewer:	
Plan Status:	Final

19-4-23

Appendix A SERVICE PLAN TEMPLATE – Risk Appetite

There are numerous Services operating across the Council, possibly with varying risk appetites. Being clear on your Service risk appetite will assist you as Managers in making transparent and informed risk-based decisions as part of service provision and delivery of objectives, as well as ensuring the application of proportionate actions and risk mitigation measures (as far as practical and possible) that align with your appetite.

As an example to assist the risk appetite of the Regeneration and Growth Service sits is outlined below:

Appetite Category	Minimal	Cautious	Exploratory	Seeking
Appetite Description	Areas where Spelthorne will apply a strong control environment to reduce or minimise the likelihood that a risk will occur and/or reduce the impact of any risk	Areas where Spelthorne seeks low-risk delivery options and will pilot innovation only in a controlled environment	Areas where Spelthorne strikes a balance between the potential upside benefits and downside risks of a decision and explores new solutions and options for delivery	Areas where Spelthorne takes risks by working with new ideas and approaches, looking for innovation and recognizing that failures are an opportunity for learning and improving.
How are each of these appetites articulated when applied across the RAF impact measure for ‘Service Provision’	Services delivered as planned with mandated developments only	Tried and tested changes made. Use of limited pilots to develop new approaches	Open to new ways of doing things and taking a balanced and pragmatic (capacity-driven) approach to making changes	Continuous re-evaluation of services and how they are delivered to explore new ideas, learn from failures to invest in ever-improving delivery
What is the Council’s overall risk appetite for ‘Service		X		

provision' (CURRENT)?				
Use the information above, review the content within your Service Plan and reflect on your Service approaches to establish where your specific Service risk appetite is currently positioned. Add X				
Appetite Category	Minimal	Cautious	Exploratory	Seeking
1.Planning – Development & Management	X			
2.Strategic Planning		X		
3. Assets			X	
4.Economic Development			X	
5. Land Charges	X			
Why does your service risk appetite(s) sit against this category? Provide one or two examples of practices and approaches within your Service to support your assessment. For example, if you define your Service(s) to have a minimal or cautious risk appetite is this influenced by a strong regulatory working environment presenting wider implications or repercussions if this appetite category was not adhered to.				