

Slough Borough Council

Report To:	Cabinet
Date:	22nd June 2026
Subject:	Slough Asset Management Plan (SAMP) 2026–2030
Lead Member:	Councillor E Ahmed - Lead Member for Corporate Resources
Chief Officer:	Ian O'Donnell Interim Chief Operating Officer - S151 Officer
Contact Officer:	Peter Walsh, Acting Director of Property
Ward(s):	All Wards
Purpose of report:	For decision
Exempt:	No
Decision Subject to Call-In:	Yes
Appendices:	Appendix A – Slough Asset Management Plan (SAMP) 2026–2030. Appendix B – Acquisitions and Disposals Policy (link in SAMP Appendix A).

1. Summary and Recommendations

- 1.1 This report presents the Slough Asset Management Plan (SAMP) 2026–2030, establishing a robust, evidence-based and strategic framework for managing the Council's General Fund (land and property) assets.

Recommendations:

Council is recommended to:

- a) Approve the Slough Asset Management Plan (SAMP) 2026–2030 at Appendix A.
- b) Approve the Acquisitions and Disposals Policy at Appendix B.
- c) Note the Corporate Landlord Model to be implemented.
- d) Approve delegation of authority to the Chief Operating Officer in consultation with the Director of Property and the Lead Member for Corporate Resources to oversee the development and implementation of an action plan to deliver the asset management plan objectives as set out within this report.

Reason:

To establish an agreed, evidence-based framework for managing the Council's General Fund estate to support service delivery and corporate priorities, enable financial recovery and value for money, increase compliance and reduce safety risk, and progress regeneration and decarbonisation obligations.

Background

- The General Fund is a diverse property portfolio, with historic underinvestment in maintaining a compliant condition or refurbishment programme. This has resulted in year-on-year increase in reactive repairs and as a result, growing pressure on revenue budgets
- In response, the SAMP sets out a structured approach to improve asset information, including a refreshed data system, and to recommence a five-year rolling programme of stock condition surveys, inspections and valuations from FY26/27.
- It also aligns decisions on retention, investment, transfer and disposal to clear corporate priorities and financial constraints.
- The Plan recognises both national policy drivers, including transparency requirements and permitted development rights, and local drivers, including population growth, inequality and the Council's purpose of closing the healthy life expectancy gap with a focus on children, ensuring that asset decisions are evidence-based and support equitable outcomes.

Commissioner Review

Efficient use of Council land and buildings is fundamental to achieving strategic priorities and crucial against a backdrop of financial constraints and increase demand. The Slough Asset Management Plan (SAMP) establishes a coordinated framework and guides internal and external stakeholders. Internally, it is intended to be a key point of reference for members and officers to inform asset decisions and provide contextual information on the Council's asset base. Externally, it will inform residents, businesses, and partners of the Council's priorities for using land and property assets, while maximising value for money.

The Commissioners are content with this report being considered.

2. Report

Introduction

- 2.1 Approval of the SAMP will support delivery of the Corporate Plan 2023 –2027 priorities (children and young people thriving; healthier, safer and more independent lives; and a cleaner, healthier and more prosperous Slough) by ensuring the Council's General Fund estate is managed as a strategic resource rather than a legacy liability.
- 2.2 Slough Borough Council holds a large and diverse portfolio of land and property, accumulated over many years to support local services, community provision and income generation. The SAMP 2026–2030 sets out how the Council will manage this General Fund estate proactively and transparently to:
 - (i) ensure assets are fit for purpose, safe and compliant;

(ii) rationalise the estate where assets do not demonstrably support corporate priorities or generate sustainable income; and

(iii) leverage land and buildings to support regeneration, housing delivery and place-based outcomes.

(iv) The Ministry of Housing Communities and Local Government (MHCLG) expect that wherever possible councils should look to make use of existing or future capital receipts from asset sales to fund Exceptional Financial Support

2.3 The Plan is structured around five strategic pillars:

- Recover – support financial recovery through disposals, income generation and reduced liabilities.
- Rationalise – reduce the size and complexity of the estate through systematic review.
- Regenerate – use land and assets to unlock housing and growth.
- Decarbonise – improve energy performance and meet MEES and net zero commitments.
- Enable – ensure the retained estate supports delivery of corporate priorities and partnership working.

2.4 The SAMP confirms the scope of the Plan (General Fund) and its relationship with other strategies, including the, Education Asset Management Plan, emerging Housing Asset Management Strategy for HRA assets and the Highways Asset Management Strategy for public highways.

2.5 The Council has already progressed significant rationalisation, at the end of 2025/26 GF disposal receipts of £227.8m have been 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 achieve its GF disposals target of £79.4m over the current MTFS (2026/27 - 2028/29), including improvements to asset data and valuations, and a renewed focus on condition, compliance and performance.

2.6 To make retention and disposal decisions consistent and transparent, the SAMP introduces a three-tier asset categorisation framework and a structured Asset Challenge process, driven through the Corporate Assets Panel (CAP), to test utilisation, condition, cost, suitability and contribution to corporate objectives:

- Tier 1: strategically essential;
- Tier 2: operationally useful and subject to review;
- Tier 3: surplus to requirements, a structured Asset Challenge process, driven through the Corporate Assets Panel (CAP), to test utilisation, condition, cost, suitability and contribution to corporate objectives.

2.7 The SAMP also sets out strengthened governance under the Corporate Landlord model and proposes a performance framework, with KPIs reported quarterly to the Capital Assets Board and annually to Cabinet, alongside an annual review and refresh cycle.

Options considered

The following options were considered:

(a) Approve the SAMP (recommended). This option provides a single, coherent framework for decision-making across the General Fund, aligned to the Corporate Plan, MTFS, Capital Strategy and recovery priorities.

(b) Defer approval pending further development. This option would delay implementation of the performance framework, asset categorisation and Asset Challenge cycle, reducing the Council's ability to manage estate risk and deliver agreed financial recovery actions.

(c) Reject approval and continue with existing arrangements. This option would perpetuate historic gaps in data, consistency and whole-estate performance management, increasing compliance, cost and opportunity risk.

3. Implications of the Recommendation

3.1 *Financial implications*

- 3.1.1 There are no direct financial considerations relating to the adoption of the SAMP. Effective management of the property and land estate is an enabler to delivering financial efficiencies through optimising the use of the estate and disposal of assets deemed to be surplus to requirements.
- 3.1.2 Under the terms of the Council's EFS agreement with MHCLG, the Council is required to dispose of assets that are deemed surplus to reduce the requirement for borrowing. In doing so the council should avoid sales that do not represent value for money and where possible the disposal of community heritage assets, to protect the public ownership of locally significant sites and ensure residents can continue to benefit from them.
- 3.1.3 Assets are only disposed of providing the sale offer is in line with best value consideration. When the property currently delivers an income stream to the Council then a financial benefit analysis is undertaken to ascertain whether it is financial beneficial for the Council to sell. The Treasury Management strategy approved as part of the 2026/27 budget setting process in February 2026 is based on GF asset disposals of £79.4m over the 3 years (2026/27 - 2028/29) of the MTFS.
- 3.1.4 The SAMP highlights the requirement for capital investment in retained operational assets including addressing maintenance backlog and compliance and for improved asset data to support robust financial planning and value-for-money decisions. As part of the budget setting process in February 2026 the Council's approved capital programme included £6.32m of funding across 2026/27 to 2030/31 to fund required works on operational buildings following conditions surveys, and £5.08m relating to maintenance of investment properties in order to preserve and/or maximise investment income. This expenditure is funded from general fund borrowing and therefore following the conditions surveys the scope of the works will be reviewed to validate that they are essential. All General Fund borrowing is subject to approval by the Council's Section 151 officer and the Finance Commissioner.

3.2 *Legal implications*

- 3.2.1 The SAMP is designed to support lawful, transparent and best-value decision-making in relation to acquisitions, disposals and ongoing management of land and property. It operates within relevant statutory and professional frameworks, including (as referenced in the SAMP) the Local Government Act 1972 (including Section 123 considerations), and compliance with CIPFA/RICS standards and IFRS requirements (including IFRS 16 Leases). Individual transactions and decisions arising from the SAMP will continue to require appropriate governance approvals and legal review in accordance with the Council's Acquisition and Disposals Policy – refer Appendix B.
- 3.2.2 The Council's general power of competence to do anything which an individual may do unless expressly prohibited (section 1, Localism Act 2011) underpins its property portfolio management strategy recommended in this Report.
- 3.2.3 Consequently, there are no direct legal implications arising from the approval of the SAMP.

3.3 *Risk management implications*

3.3.1 Key asset risks include:

- (a) compliance and safety risks associated with an ageing estate and historic gaps in condition/compliance data;
- (b) financial risks from holding underperforming assets and unquantified maintenance liabilities;
- (c) operational risks where buildings are not fit for purpose or utilisation is low; and
- (d) Environmental and regulatory risks, including energy performance requirements, decarbonisation commitments, MEES compliance obligations, and wider environmental and statutory compliance requirements.

- 3.3.2 The SAMP mitigates these risks through stronger governance under a Corporate Landlord model, annual Asset Challenge reviews, improved asset data systems, planned inspection/valuation and stock condition survey programmes, and KPI-based monitoring with escalation through corporate governance and the Corporate Risk Register.

3.4 *Environmental implications*

- 3.4.1 The SAMP embeds decarbonisation as a core strategic pillar for 2026–2030, including the establishment of an energy and carbon baseline across the retained estate, prioritisation of investment based on asset tier, EPC/DEC performance, and running costs, and the integration of Minimum Energy Efficiency Standards (MEES) compliance into asset retention, investment, and disposal decisions. The Plan also anticipates tightening EPC requirements and the need for continued investment to improve the energy efficiency of retained assets, supporting the reduction of carbon emissions and long-term operating costs.

3.5 *Equality implications*

- 3.5.1 The SAMP recognises that Slough's demographic profile, inequality and health outcomes have direct implications for the estate and requires asset decisions to be informed by equality considerations, accessibility and community cohesion. Implementation will support compliance with the Equality Act 2010, and relevant equality impact assessments will be completed where required for specific proposals (for example, service relocations, disposals, co-location or asset transfer) to ensure disproportionate impacts are identified and mitigated.

3.6 *Procurement implications*

- 3.6.1 Delivery of actions arising from the SAMP (stock condition surveys, planned and preventive maintenance programmes, data systems and professional support to disposals) will be procured in accordance with the Council's Contract Procedure Rules and relevant procurement legislation. The SAMP notes the use of procurement exercises to obtain support for the disposals programme; all future procurements will be structured to achieve best value and maintain appropriate transparency.

3.7 *Workforce implications*

- 3.7.1 Implementation of the Corporate Landlord model (Phase Two) will require close engagement and partnership working between Property and Assets, Finance, Legal and relevant service departments. The SAMP identifies historic staffing churn and data gaps and proposes improved systems and governance to support consistent working. Changes to accommodation standards, co-location and more flexible use of space may affect staff working arrangements and will be managed through appropriate consultation and change processes.

3.8 *Property implications*

- 3.8.1 This report relates directly to the Council's General Fund assets (land and property) estate. The SAMP sets out how the portfolio will be categorised, reviewed and managed, including disposal of surplus assets, investment in retained operational buildings, stronger control of third-party occupation through formal agreements, improved valuation/condition information and a clearer governance framework for all asset-related decisions.

4. **Background Papers**

- Corporate Plan 2023–2027.
[Corporate Plan 2023-27 – Slough Borough Council](#)
- General Fund Revenue Budget 2025/26 and Medium-Term Financial Strategy (MTFS) 2025/26 to 2028/29.
[Microsoft Word - MTFS and Budget 202526 - Final](#)
- Acquisitions and Disposals Policy.
<https://democracy.slough.gov.uk/documents/s32440/Appendix%20B%20-%20Disposals%20Investment%20and%20Acquisition%20Policy.pdf>
- Joint Local Health and Wellbeing Strategy 2026–2036.
[Item 7 Appendix Slough JLHWBBS 2026 - 2036 DRAFT FINAL FOR SHARING.pdf](#)

- HRA Asset Management Strategy.

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

- Highways Asset Management Strategy 2025–30.

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

[Microsoft Word - Cabinet160407SchoolsAssetManagementPlan0.doc](#)