



# MoleValley

## District Council

**Asset Management Plan 2015-19**



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## Executive Summary

This document outlines an approach to managing the assets owned by Mole Valley District Council (MVDC). It considers the strategic importance of assets in terms of supporting service provision, meeting community expectations and making a valuable contribution to the financial stability of MVDC. The importance of aligning the management of assets with other key corporate strategies and plans is examined as are policies which, if adopted, would assist in optimising the overall management of the estate.

The key benefit of the strategy, and linked plans, is that it evidences a planned and consistent approach to managing the assets owned by MVDC, or administered on behalf of trusts. It sets out the key issues to be addressed and proposals for the delivery of the asset management priorities of MVDC.

With circa 260 full time equivalent posts, MVDC is a key employer and an influence on the economy of the district. Its 23 departments deliver a range of services covering democratic, community, infrastructure, housing, planning and environmental matters.

MVDC is facing significant financial challenges including the reduction in central government grants and the decrease in income from investments. In the Medium Term Financial Strategy (MTFS), it is already outlined that making the best use of the property portfolio would support MVDC's financial position. The portfolio is worth circa £117 million. This includes the main operational properties used for delivering services such as Pippbrook Civic Offices, Mole Valley Wellbeing Centre (Fairfield Centre), Park House, Dorking Halls, Dorking Cemetery, Station Road Depot, Pixham Lane Depot and Randall's Road Depot.

As part of upgrading the operational estate, to improve its functionality and efficiency, an essential partial refurbishment programme of the main office at Pippbrook has been scheduled for 2016. This programme has been chosen by the Executive as providing the best facility for the chosen budget that is able to adapt to the long term needs of MVDC in terms of service delivery.

MVDC's asset strategy for the next 5 years is:

- To develop further the property intelligence of its assets by carrying out the plan of regular surveys, assessing each property and using appropriate benchmarking data to evaluate performance.
- To adopt policies ensuring an optimised management of the property portfolio as well as a fair and consistent approach when it comes to supporting the community.
- To review each property on the basis of the data collected and the policies adopted.
- To achieve improvements in service delivery, further savings and increase income from investment properties.
- To assess land and property for development potential to achieve revenue benefits to MVDC. If this is not practical or achievable to assess the capital generation of selling assets and how lost revenue can be replaced by investing the capital.

These actions and the timescales are outlined in the Action Plan.

## Background Information

- **Mole Valley District**

Mole Valley lies at the heart of Surrey, mid-way between London and the Sussex coast. It is located in the northern sector of the Gatwick Diamond, with Gatwick and Heathrow airports, the centre of London or the south coast all within reach in less than an hour. Both the district's main towns, Dorking and Leatherhead, have mainline train stations and are close to the M25.

The population of Mole Valley is approximately 85,000 people. The majority of the district's population live in the main towns and villages of the district, in particular, Dorking and Leatherhead.

Its countryside is extensive, accounting for more than 90% of the district's area. It contains a host of very attractive villages and hamlets. Large parts are included within the Surrey Hills Area of Outstanding Natural Beauty.

- **Constitution**

MVDC has a Constitution which sets out how it operates, how decisions are made and the procedures which are followed to ensure that MVDC is efficient, transparent and accountable to local people.

MVDC is composed of 41 councillors with one-third elected three years in four. Councillors are democratically accountable to residents of their ward. The overriding duty and accountability of councillors is to the whole community in the Mole Valley district, but they have a special duty to their constituents in their ward, including those who did not vote for them.

The Leader of the Council is appointed by the Council for a four year term of office (or, until his/her term as a Councillor ends, whichever is earlier). Although the Leader is responsible for executive decisions, in accordance with the Leader's Scheme of Delegation, most of these decisions are made by the Executive or senior officers of the Council under delegated authority from the Leader.

**I – Asset Management Strategy**

Linking the Asset Management Plan to service and corporate property needs will also assist in the development of the emerging local plan, through identifying community needs, and be considered as part of the community needs that evolve from consultation and neighbourhood planning processes. MVDC’s vision is a place where people want to live, work, do business and spend their leisure time. The strategy below is based upon MVDC’s Corporate Strategy 2015-19.

The performance of MVDC’s assets will be reviewed in the Action Plan (Property Review).

**1.1. Link to Corporate Priorities:**

<p><b>Environment: a highly attractive area with housing that meets local need.</b></p>	<p>Working closely with planning officers of MVDC, English Heritage and other relevant bodies, the Asset Management Plan will set out arrangements for developing and maintaining assets in accordance with a corporate environmental approach.</p>
<p><b>Prosperity: a vibrant local economy with thriving towns and villages.</b></p>	<p>As part of the need to identify suitable opportunities that meet the needs of businesses MVDC will continue to identify assets within its portfolio and opportunity purchases to provide viable support.</p>
<p><b>Community Wellbeing: active communities and support for those who need it.</b></p>	<p>Community organisations are important in promoting economic, social and environmental well-being in Mole Valley. The Asset Management Plan sets out arrangements to support community organisations with a consistent and fair approach.</p>

Underpinning the above is the need to work with the local plan team so that MVDC assets are considered alongside those of other owners for the provision of:

- affordable housing;
- employment premises;
- community facilities; and

- redevelopment opportunities.

### 1.2. Link to Corporate Guiding Principles:

<p><b>Sustainability: meeting the needs of the present without compromising future generations requires responsible decision making and innovation.</b></p>	<p>MVDC is currently undertaking an energy performance review on its assets. The results of the review will lead to corporate decision in compliance with the sustainability policies set out in the Asset Management Plan.</p>
<p><b>Cost effectiveness: by applying a cost-effective approach to delivering and developing services, we are able to give residents the best deal.</b></p>	<p>Opportunities for reducing costs and generating income or capital through the optimisation of assets, or their disposal, are identified through ongoing reviews. This includes close working with local communities, adjacent landowners and other public bodies to establish stakeholder relationships that produce financial, service and community benefits.</p>
<p><b>Openness and accessibility: residents need clear timely information that enables them to help themselves, with support for those who need it.</b></p>	<p>As well as publishing information on its assets as required by law, MVDC regularly publish information on its key property related projects and involve local communities in the process.</p>

### 1.3. Delivery of the Strategy:

MVDC’s strategy for the next 5 years is:

- To continue to improve its knowledge of the property portfolio. This will be done by:
  - Carrying out surveys and produce these in a format that can easily be inputted into the Atrium asset management database.
  - Assessing each property’s condition compared to legislative and best practice requirements.
  - Benchmarking the results against available data.

- To ensure an optimised management of the property portfolio as well as a fair and consistent approach when it comes to supporting the community. This will be done by adopting relevant policies that support these objectives such as:
  - The disposal policy.
  - The investment policy.
  - The community asset letting policy.
  - The corporate landlord policy
  
- To review each property for suitability on the basis of the data collected and the policies adopted including an assessment of the potential to derive income from direct development before considering a disposal.
  
- To achieve improvements in terms of:
  - Service delivery.
  - Identify potential savings in running costs.
  - Increase in income stream from investment properties.
  
- To use a core Property Team and augment this with the use of fixed term contracts and external consultants to support the delivery of specific projects:
  - Financing additional resources from the project budgets.
  - Using consultants for specialist roles; when there is no capacity to deliver further projects; and where there is a business or a financial imperative for short term delivery.

These actions and the timescales are outlined in the Action Plan contained within the Asset Management Plan.

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## II – Asset Management Plan

### 1. Purpose of the Asset Management Plan

The process of asset management seeks to ensure best value for money from property assets in serving the strategic needs of local authorities. Property assets have three features that place primacy on their proper management: they are expensive – in terms of both their capital value and annual costs of upkeep; they need to be carefully managed over their lives to ensure best value – e.g. use, maintenance and generation of income; and it takes time to determine carefully new property needs and to procure and provide them.<sup>1</sup>

MVDC owns sites let to some of the largest employers in Mole Valley District. As well as increasing income generation via rent and business rates, MVDC supports indirectly the local economy (see Key Assets).

This document succeeds the MVDC Corporate Asset Management Plan dated 14 August 2008 which is still regarded as robust base document though in need of bringing in line with the current corporate and service objectives. There is a need to identify plans to deal with major projects and a consistent approach to asset management through robust policies and procedures.

The Asset Management Plan takes into consideration MVDC's policies but also Central Government initiatives such as the One Public Estate programme, which is an initiative designed to facilitate and enable local authorities to work successfully with central government and local agencies on public property and land issues through sharing and collaboration. The programme is run by the Local Government Association (LGA) on behalf of the Cabinet Office, Government Property Unit (GPU). Surrey is a pilot area and the programme has assisted in understanding ownership of public bodies in Surrey, their occupational needs and helped in building relationships to consider how best to deliver schemes, irrespective of the asset ownership.

In order to comply with the One Public Estates initiative, MVDC regularly meets with other corporate bodies such as Surrey County Council, Surrey Policy Authority and surrounding

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<sup>1</sup> Local Government Asset Management Guidelines, RICS/ODPM, 2005.

local authorities. These meetings have led to innovative asset management options such as office sharing, property for the joint waste contract and land swaps.

## 2. Property Portfolio

MVDC owns a property portfolio of circa 300 properties (mainly held freehold) and manages circa 250 tenants. The portfolio is composed as follows:

Type	Value (balance sheet as at 31/03/2014)
Property, plant and equipment – which includes properties used for the delivery of services and referred in the asset management plan as “operational properties”.	£90,800,000 (Circa 145 assets)
Heritage assets – assets which contribute to the historical and cultural heritage of the district.	£715,000 (Circa 125 assets)
Investment properties – which have for main purpose to generate an income and support the delivery of the Medium Term Financial Strategy (MTFS).	£25,024,000 (Circa 30 assets)
<b>Total</b>	<b>£116,539,000</b>

- **Corporate Landlord Approach**

Following the 2008 Asset Management Plan MVDC adopted the approach of having services responsible for decisions and budgets on the properties that they use to deliver their services, in accordance with its Scheme of Delegation.

Although this approach allows for a fast decision making process, and therefore more flexibility in the short term, a corporate landlord approach would allow for more consistency of management, particularly statutory compliance, and the identification of savings or investment at a corporate level.

A corporate landlord approach would utilise a dedicated team dealing with all property matters including budget management, taking into consideration the need of individual services as well as the corporate aims and objectives.

In addition, the approach will consider the impact on MVDC's asset management in light of strategic decisions made by other public bodies, such as Surrey County Council.

The corporate landlord approach is developed further in section 3.

## **2.1. Condition**

The Asset Management Plan comprises an Action Plan to ensure that properties are kept in good condition, suitable for the delivery of services but also sustainably efficient in terms of energy performance.

### **2.1.1. Maintenance Programme**

MVDC recognises the importance of having a programme of Continuous Planned Preventative Maintenance (PPM) for its property portfolio in order to keep the stock in a state of safe and good general repair and therefore reduce the need for urgent reactive work.

In order to understand the condition of the property portfolio, stock condition surveys are being carried out on an ongoing basis with the information being stored on the Atrium asset management system. The benefit of this system is that reports can be run which provide a range of information either on individual properties, groups of properties or topic areas such as 'Landlord Gas Safety Certification'. From this information, cost effective PPM schemes can be developed for a number of properties on specific work packages i.e. roof repairs.

The Asset Management Plan, therefore, recommends that items identified as a result of carrying out the stock condition surveys should be incorporated into a five year maintenance and lifecycle programme for the Council's property portfolio. The maintenance programme will be updated as necessary in line with the ongoing inspection regime. .

These recommendations have been integrated within the Action Plan.

### **2.1.2. Obsolescence**

In considering future PPM schemes, capital programme works or general repairs, the expected lifecycle of the premises and whether it is value for money to carry out repairs is considered. In particular this is with regard to the longevity of use or the prospects of the works assisting in the generation of future income.

This is consistent with the need to formalise this as a process through a disposals policy as identified in the action plan (Section 10).

### 2.1.3. Statutory Compliance

In order to ensure the safe use of Council controlled operational buildings the programme of addressing property related Statutory Compliance has been integrated with the requirements of the corporate approach to Health and Safety. This process of data gathering, review and updating will continue in line with current legislation and will be integrated within the Atrium asset management system.

The table below illustrates the work undertaken by MVDC on statutory compliance as at 31<sup>st</sup> May 2015. Statutory compliance is currently a priority area which is currently being managed.

Area of Compliance		Operational properties	
Heading	Element	Number of properties concerned	Completion
Water	Risk assessment	32	95%
	Legionella monitoring	14	95%
Electricity	Periodic inspections	102	95%
	Portable Appliance Testing (PAT) operational	7	100%
	PAT homes	25	100%
	Emergency lighting	32	95%
	Periodic inspections (CP)	23	100%
Gas/HVAC	Maintenance	7	95%
Fire	Alarm systems	22	95%
	Firefighting equipment	22	95%

Asbestos	Management surveys	72	100%
	Managed plan in place	72	100%
Insurance reports	Pressure and LOLER (Lifting Operation and Lifting Equipment Regulations)	138	90
Lightening protection	Inspection	4	100%

#### **2.1.4. Management of the MVDC Estate**

A key part of the asset management role is managing the agreements that are in place or completing new ones to regulate the use of MVDC assets. This includes completing new lettings, lease renewals, rent reviews and agreeing variations to agreements such as consents to alterations.

MVDC deals with approximately 8-12 licence and lease renewals, 5-10 new agreements, 20-30 rent and fee reviews and 15-25 requests for landlord consent per annum. On average 50% of licence and lease renewals and 75% of rent reviews are completed on target. This is mainly due to the management of community lettings where the rent groups wish to pay is significantly below the open market level for such properties. This point will be addressed by the Community Asset Letting Policy which will be prepared as scheduled in the Action Plan. New agreements and landlord consents are generally completed within 2-8 weeks.

Included within this management role is monitoring the effectiveness of tenants' maintenance programmes in order to protect MVDC's assets. This is generally carried out as part of the relationship with tenants though rarely there are occasions when MVDC needs to seek legal redress. The Executive Member for assets and local members are kept informed in such cases, particularly as some involve community assets where some occupiers find it difficult to maintain the assets yet MVDC needs to consider end users who may be impacted if assets are not maintained.

#### **2.1.5. Sustainability**

MVDC recognises its responsibility as a leader in the community and a major employer to protect the local environment and promote sustainable practices. When taking decisions on asset management, including purchase or development of properties, MVDC ensures that sustainability is a major consideration. Whenever property repairs or alterations are

undertaken, the use of sustainable materials is specified including timber from responsibly managed sources.

MVDC is committed to ensuring its own operations and the activities of the district's residents and businesses have as few negative effects on the environment as possible.

MVDC has already signed the Nottingham Declaration and acknowledges the threat climate change poses to the sustainability of communities, businesses and the environment. As part of its commitment to the environment and tackling climate change, there are a number of programmes aimed at reducing the effect its operations have on the environment.

MVDC is committed to minimising the environmental impact of our operations as much as possible. MVDC has made its commitment to protecting the environment in its Environmental Policy. As a community leader, we have a responsibility to ensure we implement best practice on a day to day basis with regard to energy use, waste, travel and resource consumption. Good practice will ensure we reduce our carbon emissions, minimise our impact on the natural environment and avoid waste. All this should also save MVDC money, which it can spend on more appropriate uses.

Projects carried out so far include: installation of photovoltaic panels at Dorking Halls and Leatherhead Leisure Centre, voltage optimisation, variable speed drives, ductwork and pipe insulation, installation of condensing boilers, replacement of lighting with LED lamps.

## 2.2. Links to MTFS

Making the best use of MVDC's assets is a major theme of the MTFS. This includes the creation of value through property decisions, maintaining and increasing the income as well as identifying opportunities in terms of new purchase and cost saving.

Direct development by MVDC of its assets, rather than sell land with development potential, has the potential to produce greater returns provided the risk profile is acceptable. The key factors will be the abilities to pre-let or have evidence that there is a strong market to justify the risk of development. Although these opportunities to generate income underpin the MTFS there may be occasions where capital receipt is the preferred route (e.g. where it is difficult to extract an income) and the freehold or long leasehold is the preferred approach.

The Capital Strategy is MVDC's framework for the allocation and management of capital resources within the authority, which ensures this stated objective is met.

The strategy covers all aspects of MVDC's capital expenditures, both within MVDC and where MVDC is able to exert an influence through the use of our own capital resources. MVDC treats as capital that expenditure which results in acquisition of a new asset, or substantially adds value to or extends the life of existing assets beyond that which can be achieved through routine maintenance.

MVDC's vision for its capital programme is to achieve the community's aspirations for Mole Valley and provide assets that contribute directly to the delivery of MVDC's corporate priorities.

## 2.3. Distinction between Different Property Uses

MVDC properties are held for a range of uses such as:

- Operational: property held for the purpose of delivering services. It includes MVDC's main offices at Pippbrook.
- Community: property held for well-being of the community. It includes emergency housing accommodation, open spaces and some sport facilities.
- Investment: property held for the purpose of generating rental or capital income.
- Redevelopment: existing assets have become obsolete and the site can be used to provide a more relevant asset that reflects the Council's objectives
- Vacant for disposal (assets classified as held for sale): assets which are intended to be disposed of either because they became a liability, no longer meets the MVDC's needs in terms of service delivery or objectives in terms of return on investment.

### 2.3.1. Operational Properties

In order to ensure that properties used for the delivery of services are fit for purpose, in good condition and energy efficient, MVDC undertakes an ongoing programme of surveys.

The Action Plan requires a time programme for the surveys and the amendment of the relevant sections of the asset management plan if the surveys result in significant works being required. One of the outcomes will be details of proposed repairs as part of a planned maintenance programme.

Regular reviews will continue to establish the needs of individual services, from an asset perspective, and how these requirements may be provided jointly with other MVDC services and compatible public or private organisations. The outcomes will be incorporated into service business plans and, where appropriate, through the creation of service asset management plans.

A number of Term Contracts have been established with local contractors to cover electrical, mechanical and general building works. These contracts are currently being renewed and the new arrangements are expected to be in place by the end of 2015 and will cover planned maintenance, emergency call outs as well as reactive work

An area that has recently significantly improved is the linking of the health and safety aspects of property maintenance with the corporate approach. This is continuing, particularly with regards to statutory compliance and the updating of records, action plans and providing support to business managers. Regular reports on MVDC's statutory compliance are presented to the Corporate Board.

### 2.3.2. Community Properties

MVDC owns a range of community properties used for indirect support by facility provision to groups which provide services to the community, sometimes at a rent lower than market level under the powers granted by the Secretary of State in the Circular on General Disposal Consent.

These properties include:

- Community and social clubs: premises allowing for recreational activities.
- Places of worship: premises allowing for practice of religion.
- Sports facilities: premises allowing for leisure activities.

The Community Asset Letting Policy will regulate disposals of properties for less than best consideration with a fair and consistent approach regulated by a service level agreement to ensure compliance with MVDC's corporate priorities.

### **2.3.3. Investment Properties**

Currently, the income from properties is split between a number of services but the majority of MVDC's income comes from the investment property portfolio. The Property Team budget is worth £25,024,000 as at 31/03/2014, involving circa 250 tenants generating a gross annual income of £1,696,000 and reflecting a yield of circa 6.80% (based on MVDC's financial statements)

### **2.3.4. Properties for Redevelopment**

These properties are acquired and kept for the purpose of being developed or redeveloped either as individual sites or as a group of sites. The reason could be because the properties have become obsolete, they are no longer fit for the purpose of service delivery or the site is needed as part of a larger project.

### **2.3.5. Vacant Properties for Sale**

These properties have reached the end of their economic life, which means that it would be economically unviable to invest further capital expenditures for the purpose of their existing use. It can be that they are no longer in a lettable standard and became a liability and/or that there has been identified opportunity to re-provide service from different property to release an opportunity for capital or revenue.

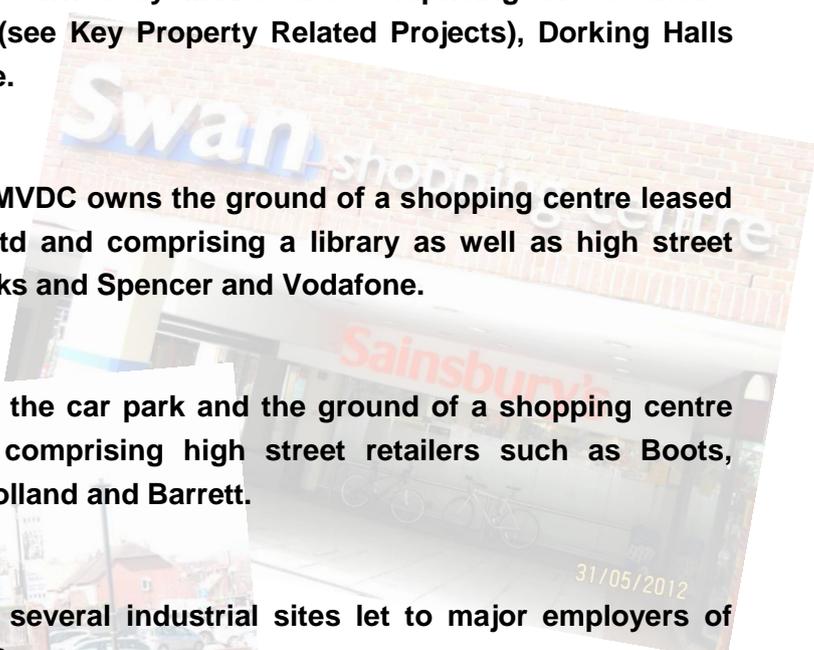
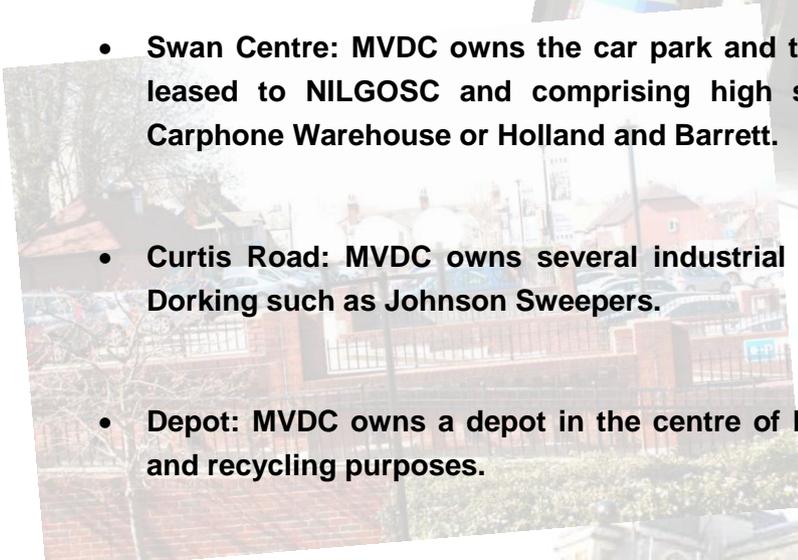
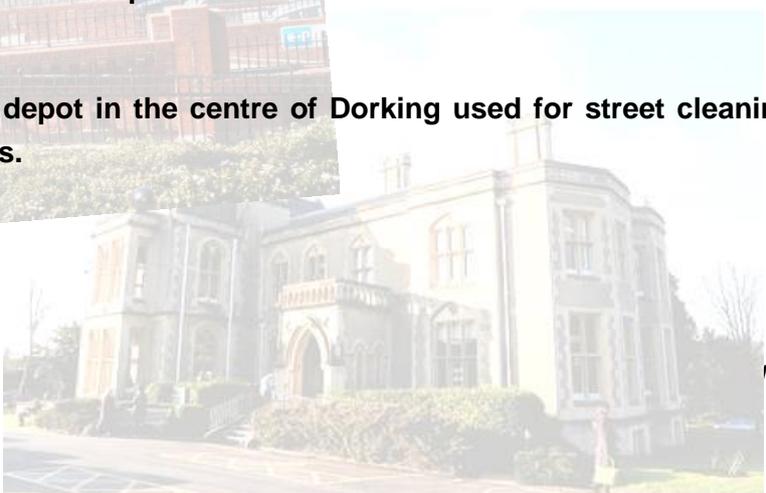
### **2.3.6. Resources Required to Release Latent Value**

In order to efficiently progress projects and thus release latent value from properties that have development potential or are earmarked for future sale it is frequently necessary to retain the services of specialist consultants. The benefits from such external advice are numerous. Firstly MVDC received independent expert advice untainted by past events and current politics. A greater number of projects can be initiated, evaluated and taken forward or rejected. The Council is able to rely upon the professional insurance indemnity that the consultants offer. MVDC benefits from relevant up to date market experience from specialists working continually in their arena of expertise.

The formal tender procurement of larger jobs and annual ongoing work ensures the Council obtains value for money and in the case of smaller projects two or three companies are approached for competitive quotes. Subsequently the Property Department frequently requires seed money to initiate project work but the advantages are speed, expertise and faster assessment than if the project was run entirely from MVDC internal resources.

## 2.4. Key assets

Below is the list of MVDC's key assets in terms of income generation, potential development and service delivery:

- 
- **Leatherhead Town Centre:** a modern office building known as Fairmount House with an ancillary car park owned by MVDC and let to Surrey County Council, and a site comprising 2 office blocks known as Claire and James House.
  - **Leatherhead Leisure Centre:** a leisure complex promoting well-being in the area by offering sports and recreational facilities.
  - **Dorking Civic:** a complex owned by MVDC and comprising the Council's offices, Pippbrook House (see Key Property Related Projects), Dorking Halls and Dorking Leisure Centre.
  - **St Martin's Walk Dorking:** MVDC owns the ground of a shopping centre leased to Sheet Anchor Evolve Ltd and comprising a library as well as high street retailers such as Cote, Marks and Spencer and Vodafone.
  - **Swan Centre:** MVDC owns the car park and the ground of a shopping centre leased to NILGOSC and comprising high street retailers such as Boots, Carphone Warehouse or Holland and Barrett.
  - **Curtis Road:** MVDC owns several industrial sites let to major employers of Dorking such as Johnson Sweepers.
  - **Depot:** MVDC owns a depot in the centre of Dorking used for street cleaning and recycling purposes.
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- **Car Parks (various) – of particular note Randalls Road/Station Road Leatherhead; St Martin’s Walk Dorking and the Pippbrook Car Park that have redevelopment potential.**

### **3. Corporate Landlord Model**

#### **3.1. Principle**

Working with budget managers on operational properties the Property Team has been able to provide support and expertise in dealing with maintenance and design. This has led to an increasing confidence in its abilities and to greater levels of support in the practical aspects of managing assets under different budget managers. Following previous reviews of the “Corporate Landlord” approach (where all property matters are dealt with in a single team considering corporate objectives) it was agreed this would be the preferred approach, and the one that aligned with the best practice models adopted by other local authorities. MVDC’s intention is to move towards corporate landlord approach.

#### **3.2. Services**

MVDC is divided into 23 services employing circa 260 people (full time equivalent). Services regularly meet to discuss property matters and overall strategy setting the foundation of a corporate landlord approach. For most services the key role provided, in terms of asset management, is the facilities service at Pippbrook. Other services, that have more specific asset requirements currently interface with property professionals on a regular basis as part of their service and budget management roles. These are set out below

<b>Service</b>	<b>Link to MVDC’s Asset Management Service</b>
Dorking Halls	The Property Team assists the Dorking Halls management team in property maintenance matters, compliance with statutory requirements and capital projects.
Environmental Services	The Property Team liaise with environment services on all matters relating to MVDC depots including the Joint Waste Contract (see Key Property Related Projects).
Financial Services	The Property Team assist financial services in all aspects of key property related projects and link with the MTFs but also in the provision of valuations of MVDC’s property portfolio for inclusion in financial statements. The team works with the finance team to deliver the annual asset valuations.

Housing	The Property Team works closely with housing services in sourcing and negotiating terms for the purchase of additional properties to be used for emergency purposes as well as reviewing affordable and social housing development projects. A maintenance service is also provided to assist housing officers in keeping the housing assets fit for purpose and compliant with statutory requirements.
Parks and Parking	The Property Team assists parking and parks services in access over land, commercial lettings of parking spaces and use of open spaces as well as Key Corporate Projects such as Hope Springs.
Partnerships and Communities	The Property Team liaise with partnerships and communities on matters relating to the Thomas Flack Trust but also Dorking Sports Centre and Leatherhead Leisure Centre and a range of community centres.
Property	The Property Team deals with all property related matters for assets held by the Property Team whether it concerns landlord and tenant, facility management and building surveying. The team also provides advice for corporate and property development projects.

A key area identified for improvement is to support service needs in conjunction with the Planning Policy function. There is a need to hold regular discussions with planning policy officers on how corporate and community requirements can best be promoted as part of local plan documents. This would include developments promoting a sustainable economy, sporting facilities and identifying specific sites within plan documents, sometimes as part of a more comprehensive development proposal. A joined-up, cohesive approach between the Planning Policy and Property Teams will result in a speedier and focussed decision making process to support the property strategy.

MVDC has a history of supporting organisations that help promote social, economic and environmental well-being. Sometimes support can be given by providing the organisation with suitable premises at a rent which fits within their business plan on the basis that the project complies with corporate priorities. The Community Asset Letting policy will ensure more consistency and fairness in the provision of such support.

## **4. Sustainable Communities**

### **4.1. Community Asset Letting *(to be adopted)***

As, currently, an ad hoc approach is taken to community lettings where concessions may be considered a consistent approach is required in the same vein as the Community Asset Transfer Policy (see below) This policy will be prepared as part of the Action Plan and Appendix B

### **4.2. Community Right to Bid/Assets of Community Value<sup>2</sup>**

The Community Right to Bid gives community groups a chance to bid for assets believed to be of local importance. The right covers private as well as public assets. Local authorities are required to keep a list of all of these 'assets of community value'. If an owner of a listed asset wants to sell it they have to notify the local authority. The local authority then, in turn, has to notify any interested parties. There is the potential to pro-actively consult with local communities making them aware of the legislation and processes that could mean local groups raising funds to acquire community assets. MVDC has adopted a community right to bid policy.

The assets of MVDC can also be the subject of applications and two bids have been received; one for Pippbrook House and the other for the allotments at Barnettwood Lane, Leatherhead. The application for Pippbrook House did not meet the required criteria. With regards the allotments the application is valid and the allotment holders will be given the opportunity to purchase the asset.

### **4.3. Community Asset Transfer<sup>3</sup>**

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<sup>2</sup> Source: <https://www.gov.uk/government/publications/2010-to-2015-government-policy-localism/2010-to-2015-government-policy-localism>

<sup>3</sup> Source: <http://www.molevalley.gov.uk/index.cfm?articleid=17924>

This is in order to manage requests from community groups for the transfer of assets in a consistent manner. The Policy has been adopted – See Appendix B.

## 5. Property Review

### 5.1. Performance measures

The Action Plan schedules the necessary work to be carried out to be able to undertake a property review (e.g. surveys and policies) as well as setting out the timescale for the review itself.

The table below shows a list of criteria that will be used by MVDC to assess its property portfolio (with reference to the RICS Senior Decision Maker's Guide 2008):

Decision making level	Capacity and quality of space	Cost	Connectivity with customers	Socio/economic
Top management	<ul style="list-style-type: none"> <li>▪ Accommodate organisational requirements</li> <li>▪ Give the right message</li> </ul>	<ul style="list-style-type: none"> <li>▪ Competitive delivery to meet targets within budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting communities' needs</li> <li>▪ Community and customer contact and support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Overall service expectations from the asset base</li> <li>▪ Working with the community</li> <li>▪ Working with partners</li> </ul>
Operational management	<ul style="list-style-type: none"> <li>▪ Adequate facilities</li> <li>▪ Suitability for purposes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Utilisation of financial resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Location</li> <li>▪ Customer service and contact</li> </ul>	<ul style="list-style-type: none"> <li>▪ Impact on community wellbeing from the service(s) concerned</li> </ul>

	Capacity and quality of space	Cost	Connectivity with customers	Socio/economic
Facility management	<ul style="list-style-type: none"> <li>▪ Capacity of assets</li> <li>▪ Agility to meet changing needs</li> <li>▪ Reliability of infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>▪ Running and occupancy cost</li> <li>▪ Capital spend</li> </ul>	<ul style="list-style-type: none"> <li>▪ Space to suit needs of customers</li> <li>▪ Adequate building service on site</li> </ul>	<ul style="list-style-type: none"> <li>▪ Customer satisfaction with buildings</li> <li>▪ Occupier satisfaction with buildings</li> </ul>
Staff management	<ul style="list-style-type: none"> <li>▪ Quality and effectiveness for working</li> <li>▪ Job satisfaction</li> <li>▪ Appropriate facility management</li> <li>▪ Location</li> </ul>	<ul style="list-style-type: none"> <li>▪ Access and proximity (journey to work costs)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ease of providing the right services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Comfort, safety, stress reducing</li> <li>▪ Clean quality environment</li> </ul>

Through reviewing regularly the returns and costs relating to assets underperforming assets can be identified, assessed and recommendations made for corrective action. This approach is the same as that adopted at a corporate risk level but in relation to individual assets or groups of assets through service or location.

Appropriate uses could be service based or ones that create much needed income by creating an investment.

Unless alternative uses can be identified and/or a business case for capital works identified for underperforming assets then the assets will be recommended for disposal.

## 5.2. Review and Performance Management

MVDC provides important services to the residents of Mole Valley, with the aim that these services are of good quality and give value for money to users. To achieve this, MVDC constantly monitors performance and identifies areas where further improvements are needed.

Performance management is essentially using information provided in reports and policies, and analysing the findings to formulate a strategy to improve our services for residents. It is a key tool designed to deliver better outcomes to users and an integral part of service improvement. This process is an important part of MVDC's corporate planning process. It involves the culture and processes in place to monitor, manage and continuously improve its performance in order to achieve priorities.

MVDC's KPIs for property is based on properties in arrears for more than 3 months and shows a performance of 4.03% as at 02/07/2015 compared to the target of 5.5%. We are looking to increase our performance by ensuring constant communication with our tenants to reduce the percentage of income generating properties in arrears for over 3 months and also to understand the reason behind such debts and whether it is appropriate for MVDC to give assistance.

In addition, MVDC will be reviewing the performance of its assets based on the results of the surveys that are being undertaken and of the policies that will be prepared as part of the Action Plan. This will include a rating of MVDC's properties in terms of condition, suitability and sustainability.

## 5.3. Targets

Proposals for additional targets will be considered where they add value and updates will be provided to the Executive Member responsible for assets with recommendations on what further targets are meaningful and useful. These targets will allow for decision making and will help driving MVDC's actions towards its overall goal which is the delivery of value for money in accordance with the MTFS.

These targets will be set out based on the SMART model: Specific Measurable Achievable Realistic and Timely. As an example, MVDC would expect its investment properties to deliver a minimum yield assessed over an agreed period based on current performance as well as benchmark with public and private sectors.

#### **5.4. Delivery**

MVDC benefits from a team of qualified surveyors and members of the RICS which is able to undertake the property review and provide advice for internal purposes. However, in some cases, MVDC might require external consultant to advise on specialised matters, bolster capacity or provide reports that could be relied upon by third parties.

#### **5.5. List of Assets**

Included as Appendix D is a list of assets held by MVDC. As part of the review of assets this list will be examined for accuracy by checking legal and land registry records, contacting other bodies and site visits.

## **6. Current Property Related Projects**

### **6.1. Transform Leatherhead<sup>4</sup>**

A consortium of Broadway Malyan, Nexus Planning, Colliers International and Mouchel was appointed in February 2015 to take the Transform Leatherhead project into the Masterplanning Stage. Key to the success of the project is a comprehensive approach to communications and engagement so that the programme of re-development best meets the needs of residents and businesses – not just in Leatherhead, but also for the catchment areas of Fetcham, Bookham and Ashted.

Working in partnership with residents, local businesses and other key stakeholders, Transform Leatherhead aims to give the town the vibrant, flourishing town centre it needs. The 'Masterplan' will consider how the built environment, including the transport infrastructure, may need to be redesigned to develop a viable plan.

### **6.2. Claire and James House, Leatherhead**

In June 2015 MVDC purchased these two former office buildings in support of revitalising Leatherhead. Options for their future development will be considered with the key influences being financial viability and revitalising this river front area.

### **6.3. Pippbrook Site<sup>5</sup>**

Following the public consultation in March 2014, which invited views from all residents on the future of the Pippbrook site in Dorking, the Executive took the decision in September 2014 to proceed with the limited refurbishment of the Pippbrook offices and to market the vacant Grade II\* listed Pippbrook House. The potential for Pippbrook House to be used as a temporary location for the occupiers of the Pippbrook civic building has delayed the marketing.

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<sup>4</sup> Source: <http://www.molevalley.gov.uk/index.cfm?articleid=18148>

<sup>5</sup> Source: <http://www.molevalley.gov.uk/index.cfm?articleid=17925>

#### **6.4. Leatherhead Bypass - Potential Development Site<sup>6</sup>**

MVDC and Merton College of Oxford entered into a development agreement with Barratt Homes which allows Barratt to promote this site for residential development.

The development of the site is dependent upon planning permission being granted, and if such consent is forthcoming in the future the allotments will be relocated to nearby sites where MVDC will re-provide facilities as good as those currently provided. Initial proposals included approximately 500 new homes including 200 affordable homes. The site will be considered as part of the local plan review of the green belt.

#### **6.5. Joint Waste Contract<sup>7</sup>**

MVDC has been working in partnerships with surrounding local authorities to agree the basis for a joint waste and street cleansing, garden waste contract and a joint clinical waste collection project. There is, therefore, the requirement to develop a property strategy that supports this service need and in particular, looks at the optimum combination of depots to fulfil operational needs.

#### **6.6. Dorking Football Ground Meadowbank<sup>8</sup>**

This a high profile project to refurbish the existing run down site and provide modern football facilities including an artificial grass pitch (AGP) and a range of buildings for community use including a soft play area for children and a cafeteria overlooking the Meadowbank recreation ground. The project seeks to achieve sustainable and complimentary facilities that will improve the community's use of this site. The scheme has been developed through both consultation with potential occupiers and the local community.

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<sup>6</sup> Source: <http://www.molevalley.gov.uk/index.cfm?articleid=17926>

<sup>7</sup> Source: [http://icm.molevalley.gov.uk/media/pdf/j/c/Business\\_and\\_Budget\\_Planning\\_2015-16.pdf?CFID=0703c484-2478-493a-a834-8cb948be0d35&CFTOKEN=0](http://icm.molevalley.gov.uk/media/pdf/j/c/Business_and_Budget_Planning_2015-16.pdf?CFID=0703c484-2478-493a-a834-8cb948be0d35&CFTOKEN=0)

<sup>8</sup> Source: [http://icm.molevalley.gov.uk/media/pdf/j/c/Business\\_and\\_Budget\\_Planning\\_2015-16.pdf?CFID=0703c484-2478-493a-a834-8cb948be0d35&CFTOKEN=0](http://icm.molevalley.gov.uk/media/pdf/j/c/Business_and_Budget_Planning_2015-16.pdf?CFID=0703c484-2478-493a-a834-8cb948be0d35&CFTOKEN=0)

### 6.7. Hope Springs Eternal<sup>9</sup>

In March 2015, MVDC was successful in its application to the Heritage Lottery Fund for £1.3m of funding to allow the transformation of the Deepdene Estate. This is expected to be a two year project which will significantly improve the listed Italianate gardens and deliver a number of initiatives to help people improve local health and wellbeing.

### 6.8. Lower Shott,/Grove Corner, Bookham

Extensive consultation is being carried out with local representatives regarding the potential for future development on this site. This is looking to align the aspirations that have emerged from these consultations and the viability of the options, if MVDC is to carry out the development itself.

## 7. The Approach to Existing and Future Projects

### 7.1. Resources

It is incumbent upon those performing the asset management function to identify opportunities that generate income, save operating costs for services or achieve corporate priorities. Projects however usually require further resourcing to effectively deliver results and this resourcing needs careful consideration. It is necessary to ensure that the projects are not only delivered on time and to budget but also that the high reputation of MVDC is preserved. As part of the Project Initiation Document (PID) internal and external resources will be identified and reported through the Programme Board, Corporate Board and recommended to the Executive as appropriate.

### 7.2. Benefits the Whole of MVDC

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<sup>9</sup> Source: [http://icm.molevalley.gov.uk/media/pdf/j/c/Business\\_and\\_Budget\\_Planning\\_2015-16.pdf?CFID=0703c484-2478-493a-a834-8cb948be0d35&CFTOKEN=0](http://icm.molevalley.gov.uk/media/pdf/j/c/Business_and_Budget_Planning_2015-16.pdf?CFID=0703c484-2478-493a-a834-8cb948be0d35&CFTOKEN=0)

The community and financial benefits of projects will be considered in the context of the Mole Valley community as a whole and financial returns will generally be to support the viability of MVDC unless specific exceptions have been approved by the Executive.

### **7.3. Viability and the Generation of Income**

Future property related projects will be considered based upon the financial returns on capital. It is expected that the MTFS will contain a minimum rate of return on capital and proposals that do not meet these rates of return (including the lost interest from re-allocating capital to projects) will not normally be considered.

### **7.4. Borrowing**

Unless there is a significant capital receipt from the sale of assets it is likely that the capital available to MVDC for projects will be extremely limited. The viability of future projects will need to assume that capital will be borrowed at the prevailing rates offered by the Public Works Loan Board (or similar) when considering viability. Although this is a change in culture for MVDC the alternative is to sell sites to developers rather than developing its assets directly. It is likely that developers will not be able to obtain as favourable terms as MVDC and require a significant profit. Thus, by selling assets rather than developing them, MVDC could be forsaking long term income returns for not taking the direct development role that has been adopted by other public bodies to optimise returns from assets. A risk assessment of each project to establish whether MVDC should take a direct role will be part of reports to the Executive.

### **7.5. Partnership with Public Bodies**

MVDC is working closely with existing public and representatives of community groups that have expectations on the use and development of MVDC assets. Each proposal will need to be considered on its merits and in the context of MVDC priorities, financial viability and consistency. This could include requests for a transfer of assets if new parish or town councils are formed.

### **7.6. Supporting Housing and the Economy**

Given the high demand for market housing, it is often difficult for private developers to financially justify providing other forms of development including affordable housing and industrial floorspace which although very much needed in the District provide a lower financial return. .

MVDC considers the need for affordable housing when reviewing the use of its assets and their disposal but also has to consider the need for a financial return on assets when assessing options. This has resulted in compromises that meet both criteria, namely the conversion, at Edenside, Bookham, of a shop with accommodation to two flats and the preference to sell the surplus properties at the Foundry site in Dorking for affordable housing.

There may be a direct role for MVDC to develop industrial space in more appropriate locations than existing stock on constrained sites and to modern standards and yield a return on investment. As yet it has been difficult to identify land but the preparation of a new Local Plan for Mole Valley provides an opportunity to align MVDC's property and planning strategies.

### **7.7. Supporting Community Projects**

Even if the requirements of financial returns mean that capital investment is not viable in proposals for community projects it may be possible to assist projects supported by the community by providing support and advice in the grant application process in order to bridge the viability gap. Sometimes this is accompanied by requests to alter the terms of occupation through a longer lease and an extended concessionary rent. Examples assistance on costs of occupation would include the DDOS in the huts behind Dorking Halls and Woodbridge Grove Boxing Club. There is a need to be consistent with community lettings and be transparent with any concessions in terms so that MVDC consciously provides concessions in pursuance of continuing to achieve its corporate priorities.

## **8. Data and Information Management**

Asset management relies on data. The data is crucial for informing the development of strategies, evaluating and appraising options, decision making and planning, and performance management activities<sup>10</sup>.

MVDC uses software called Manhattan Atrium. The system allows for the storage of information on properties, their occupation and condition, in compliance with the Data Protection Act 1998. It also allows for reporting in accordance with the Local Government Transparency Code 2014. This assists inspection programmes, collaborative working, budget management and ownership records.

### **8.1. Data Protection Policy<sup>11</sup>**

An essential activity within MVDC is the requirement to gather and process information about its residents, employees, organisations, contractors, and suppliers. This is undertaken to serve the community, comply with government legislation, and for the efficient operation of its business. This process will be conducted equitably and fairly through current government legislation including the Data Protection Act 1998 (the Act).

### **8.2. Data Quality Policy<sup>12</sup>**

The purpose of this policy is to define MVDC's approach to delivering and improving data quality. The policy will ensure that the authority maintains, uses and reports data that is fully compliant with legislative requirements, and also meets the business and information needs of MVDC, residents and stakeholders of Mole Valley.

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<sup>10</sup> RICS Public Sector Asset Management Guidelines 2008.

<sup>11</sup> Source: <http://molly/media.cfm?mediaid=18106>

<sup>12</sup> Source: [http://molly/media/word/2/3/Data\\_Quality\\_Policy.doc](http://molly/media/word/2/3/Data_Quality_Policy.doc)

### **8.3. Freedom of Information Publication Scheme<sup>13</sup>**

Each local authority is required to produce a publication scheme which sets out the classes of information we publish. The publication scheme is based on the approved model scheme produced by the Information Commissioner's Office. Of particular relevance to asset management is the data transparency of asset data that is a requirement of local authorities.

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<sup>13</sup> Source: <http://molly/index.cfm?articleid=6522>

## 9. Recent Achievements

- Supporting Beare Green Community Association in their redevelopment project to provide brand new facilities for the people of Mole Valley in 2014.
- Supporting Dorking Rugby Club in their redevelopment project to provide brand new facilities for the people of Mole Valley in 2012.
- Successfully managing a portfolio of 268 tenants with an occupancy rate in excess of 98.00% as at 26/05/2015.
- Investing in an office building in Leatherhead known as Fairmount House allowing for an improved income of £500,000 per annum since 2010.
- Investing in solar panels at Dorking Halls and Leatherhead Leisure Centre allowing for the generation of an additional income of £26,060 in 2013-14 which reflected a yield of 10.00% and the reduction of 36 tonnes in carbon monoxide footprint in 2012-13.
- Sub-letting space at Pippbrook generating an annual income of £178,245 per annum in June 2015.
- Working closely with Leatherhead Youth Football Club in the refurbishment of their ground and provision of a new all weather playing surface. MVDC is playing a direct role in the overseeing of the works and a £100,000 loan from MVDC has been agreed in order to assist with this community project. As part of the agreement MVDC has secured some community use of the facility by community groups during certain times.

- Reduction in rent arrears achieving below 5% of properties in arrears for less than 3 months in June 2015. Limiting the arrears is an essential part of making the best of MVDC's assets. Therefore, this aspect has been treated as a priority and MVDC has implemented new procedures for a more proactive (early contact with tenants) and firm approach (use of recovery procedures when necessary),
- Working with the Housing and Legal teams to purchase or convert of 7 properties to provide emergency housing accommodation. This was on the basis that, compared to the bed and breakfast accommodation previously provided this is more cost effective and provides a facility in Mole Valley rather than in places as far away as Slough.
- Continued improvements in Health and Safety Compliance by introducing managing, and monitoring robust systems and procedures in line with HSE guidance and SFG20

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## 10. Action Plan

Priority	Description	Actions	Expected Completion
1	To improve knowledge of the property portfolio by continuing to carry out and update stock condition surveys holding the information on the Atrium asset management system and in order to generate a programme for ongoing maintenance and lifecycle replacement of the property portfolio.	<p>To continue carry out stock condition surveys of the property portfolio, record the information and implement an ongoing maintenance programme.</p> <p>To continue with the current programme of statutory compliance, suitability assessments, sustainability reviews and condition surveys.</p> <p>To benchmark performance against available data from other public and private organisations.</p> <p>To review ownership records to ensure MVDC is fully aware of its assets their potential and obligations.</p> <p>To take decisions based on the outcome of result.</p>	December 2016
2	To adopt policies ensuring an optimised management of the property portfolio as well as a	To implement the corporate landlord model.	December 2017

	<p>fair and consistent approach when it comes to supporting the community.</p>	<p>To adopt a community letting policy setting out a framework for providing support to voluntary, community and faith organisations.</p> <p>To adopt an investment policy, acquisitions policy and development policy setting out expectations in terms of return of investment.</p> <p>To adopt a disposal policy setting out criteria that should be met for both investment and operational assets.</p> <p>To adopt a service needs policy to integrate with planning policy documents so that corporate and community needs are discussed and promoted as part of ongoing planning policy document drafting.</p>	
<p>3</p>	<p>To review each property on the basis of the data collected and the policies adopted.</p>	<p>To review opportunities to purchase or develop further affordable homes.</p> <p>To review opportunities to</p>	<p>June 2018</p>

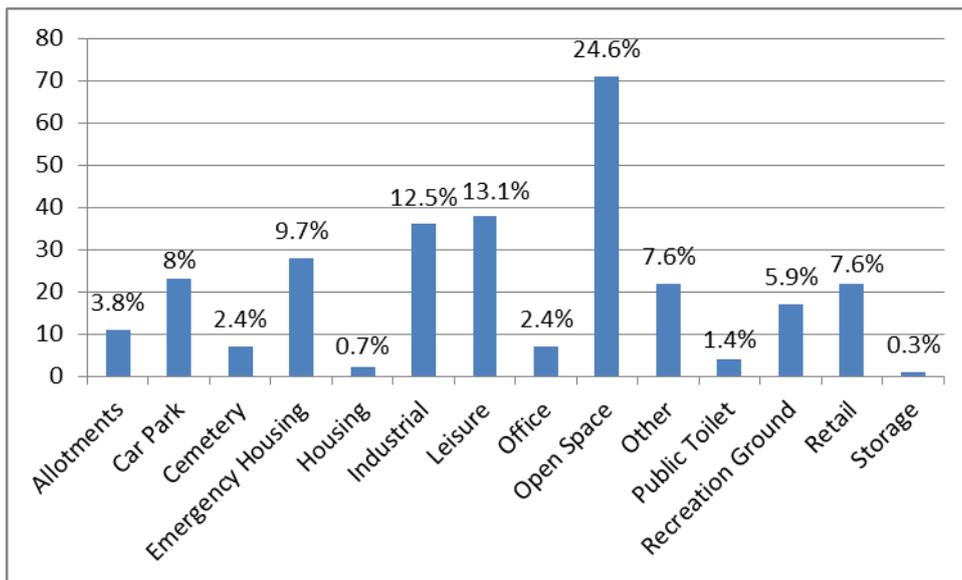
		<p>create employment from available sites.</p> <p>To review opportunities to improve and increase the offer in terms of leisure facilities.</p> <p>Prepare a status report that is regularly reviewed.</p>	
4	To review the Asset Management Plan.	N/A	October 2020

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**Appendix A – Statistics**

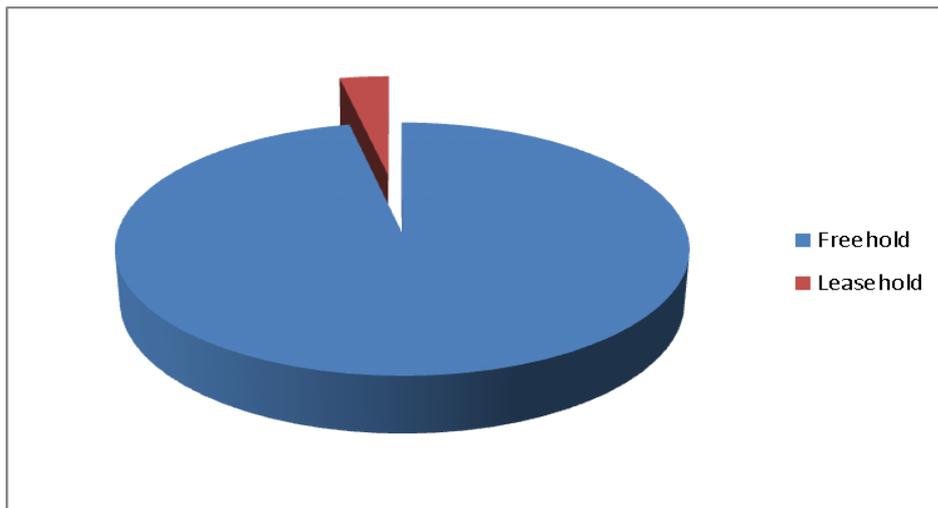
The statistics below relate to MVDC’s portfolio and come mainly from its data management system (Atrium) but also from its finance system (e-series) and the published statements of accounts.

**Number of Assets and Percentage per Category**



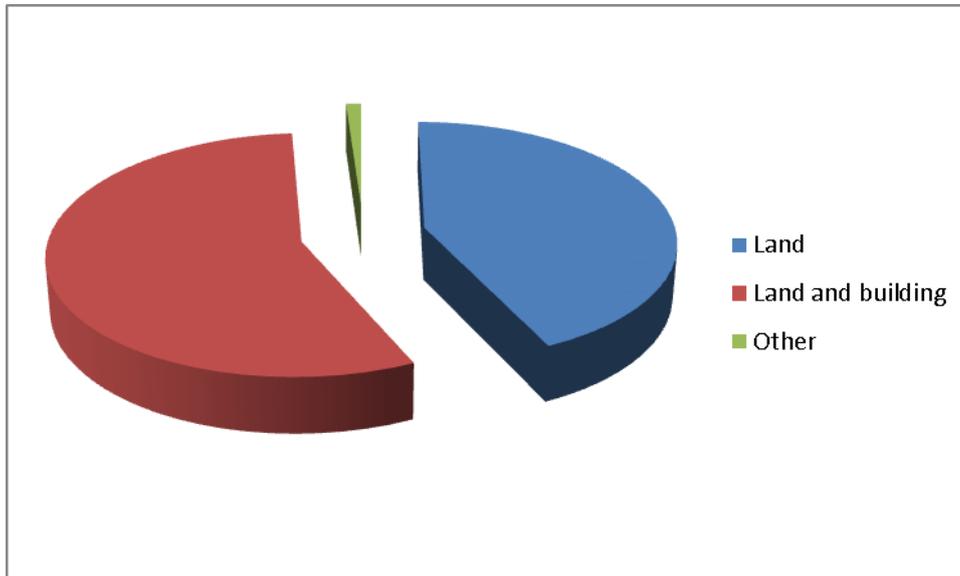
Source: Atrium

**Number of Assets per Ownership Type**



Source: Atrium

### Proportion of Assets per Type



Source: Atrium

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## Appendix B – Relevant Strategies and Policies

### i. Strategies

The Asset Management Strategy has been prepared in compliance with relevant, existing or proposed MVDC corporate strategies.

#### **Risk Management**

Effective risk management is fundamental to MVDC delivering the priorities set out within the Corporate Strategy. The ability to identify, understand and manage risk is a crucial factor in developing partnership arrangements to deliver services with partner organisations.

At a strategic level, good risk management is part of a well-run organisation, delivering effective and efficient services and achieving value for money. MVDC recognises its responsibility to manage risk as a key component of good corporate governance.

Risk management is particularly relevant in the management of corporate, property and capital projects. Risk is managed at a project and corporate level so that the project teams review and revise their risk logs in line with the progress of each project. Reviewing the overall risk if the timelines of too many projects converged will be undertaken by the Programme and Corporate Boards.

#### **Procurement Strategy**

The aim of the Procurement Strategy is to set a clear framework for procurement throughout the authority to support and enable the delivery of the MVDC's Performance Management Plan (PMP), MVDC's priority of ensuring "value for money", the delivery of the Community Strategy and to fulfil the duty of Best Value.

### **Asset Investment Strategy (to be adopted)**

The investment strategy will provide the general investment targets and objectives of an organisation and describes the strategies that should be employed to meet these objectives. It needs to take into consideration currently applicable legislations as well as guidance on best practice.

The preparation of an investment strategy approved by the full council and reviewed annually is recommended, for the prudent investment of the funds that authorities hold on behalf of their communities.

### **Asset Disposal Strategy (to be adopted)**

In compliance with best practice requirements, it is recommended that MVDC should adopt a strategy providing guidance on the disposal of properties. The strategy should take into consideration development opportunities, working with adjoining owners, potential joint ventures and affordable housing requirements as well as setting out a series of criteria for decision making purposes.

### **Homelessness Strategy**

When the Homelessness Strategy 2015 to 2020 was approved MVDC also approved a corporate commitment to 'prevent homelessness'. The strategy includes the above target to complete an average of 50 new affordable homes per year. It also includes the target not to use bed and breakfast accommodation for homeless households for no more than 6 weeks. Another aspect of property supporting this strategy has been providing a better service for homeless people and best value for money by purchasing properties in Mole Valley to support the statutory homelessness function.

### **Car Park Strategy**

MVDC provides over 2,000 car parking spaces across 21 car parks in Ashted, Bookham, Dorking and Leatherhead offering short stay, long stay and disabled spaces. As part of the role of the Property Department we advise on the development potential of the car parks, execute leases, rights of way, licenses and generally ensure that the property strategy for the car parks works to maximise their performance for the Council. The current Car Parking Strategy 2013-2018 sets out MVDC's approach to the provision and development of car

parking in the District. The Strategy is supported by an Action Plan which sets out improvements that will be delivered in the short to medium term, and aspirations and principles for the longer term.

Car parks are also potential sites for redevelopment provided that parking need or provision is part of the assessment of potential. Advice is provided to the car parks service on optimising value both in terms of operational and development options. This includes dealing with requests to use car parks for access, for construction compounds and as locations for pipes or cable serving other properties.

## ii. Policies

The Asset Management Plan has been prepared in compliance with the existing corporate policies. Asset Management Plan outlines the requirement for further policies.

### **Emergency Plan**

The aim of this document is to inform the response of MVDC in the event of an emergency within the district. The objectives are to provide a management response structure, guidance for the deployment and co-ordination of the district's resources, activation procedures as well as roles and responsibilities of MVDC and other responding agencies.

### **Surrey Major Incident Plan**

This document sets out the structure and arrangements during a Major Incident giving focus surrounding the actions in place for a Major Incident in Surrey, the formation of a Strategic Coordinating Group and the Recovery process afterwards.

### **Open Space Policy**

Mole Valley residents, Parish Councils and Community Organisations are able to decide which events are given permission to be held in parks and open spaces in their local community.

The new Open Spaces Policy sets out how individuals and groups can apply to use parks in the District for events, such as weddings, funfairs and filming. The intention is to promote community participation and devolve decision-making to local communities.

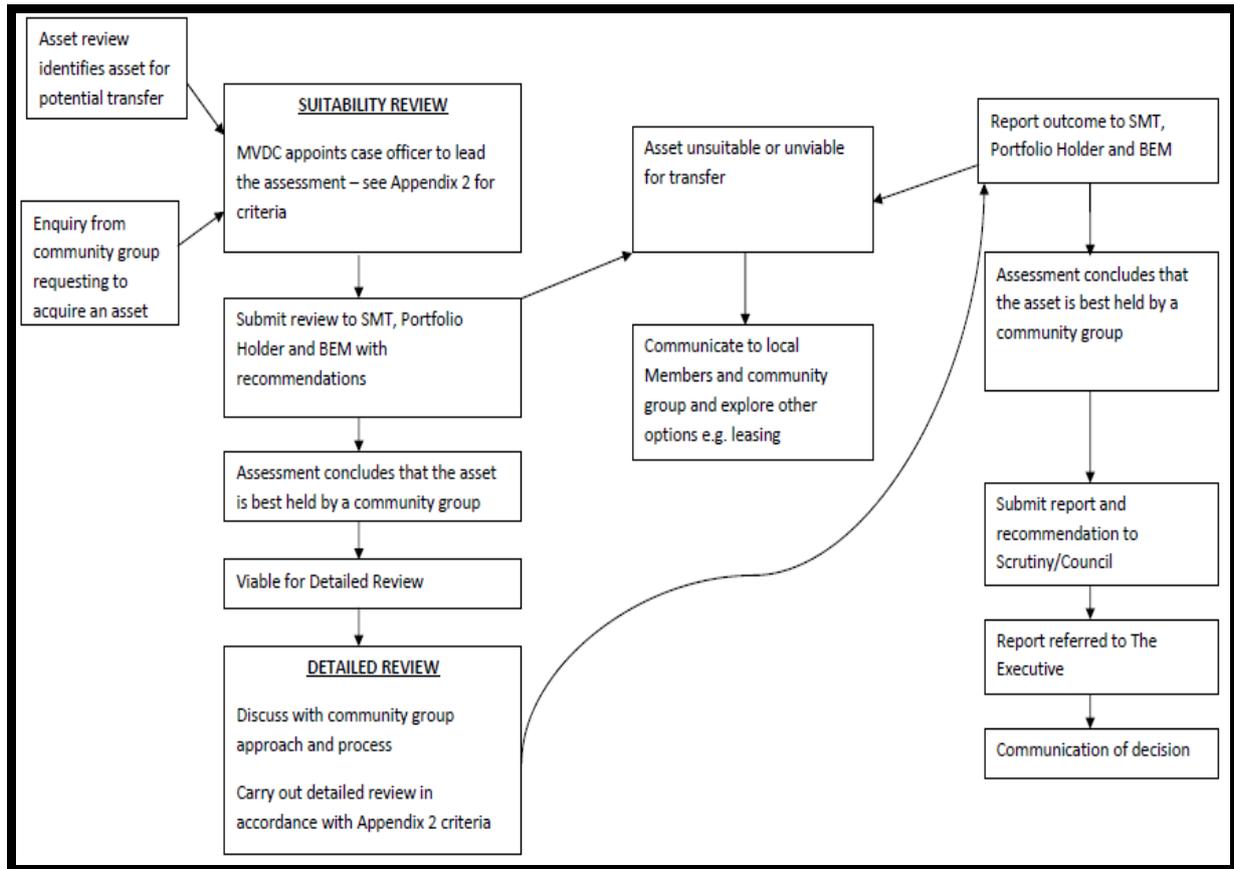
In order to promote social, economic and environmental well-being as well as making the best use of its assets, MVDC regularly grants tenancies and licences to recreational or sporting organisations.

### **Community Asset Transfer**

MVDC's Community Asset Transfer Policy was approved by the Executive on the 4<sup>th</sup> of February 2014. The policy balances the specific requirements or needs of local communities with the expectations of the wider Mole Valley populous. It also specifies that MVDC uses its assets to support its corporate priorities, voluntary, community and faith groups and MVDC's finances as part of its MTFs.

In order to assist Voluntary Community and Faith Sector (VCFS) organisations MVDC has adopted a Community Asset Transfer Policy. The policy allows, under specific conditions, the transfer of the freehold interest in a land and property.

The flow chart below shows the decision making process.



## Appendix C – Local Plans

When taking decisions on key property related projects and reviewing development opportunities, MVDC takes into consideration the provisions of the Development Plan which comprises the documents below. These planning policy documents will, in due course, be replaced by a new Local Plan covering the next fifteen years. and the property review stated in the AMP follows these evolutions and has identified the opportunity for Planning Policies to accord with MVDC property strategies more closely.

### **Core Strategy 2009**

The Core Strategy sets out a vision, objectives, spatial strategy and overarching planning policies that guide new development in the District up until 2026. This is the starting point in the determination of planning applications in the District alongside the saved policies within the Mole Valley Local Plan.

### **Mole Valley Local Plan 2000**

The Local Plan covers the entire district and contains a range of policies principally relating to specific development proposals , such as the change of use of buildings and home extensions.

### **Dorking Town Area Action Plan**

The Area Action Plan indicates where new retail and residential development will take place within the central area of Dorking. It also establishes a range of policies that deal with issues surrounding the safeguarding of industrial and commercial land, change of use of retail premises, design and infrastructure and environmental improvements. It will be the starting point for the determination of planning applications in the central area of the town in conjunction with the Mole Valley Core Strategy and the saved policies in the Mole Valley Local Plan 2000.

### **Neighbourhood Planning**

Neighbourhood planning enables parish councils and, in non-parish areas, neighbourhood forums, the opportunity to use tools such as 'Neighbourhood Development Plans' and 'Neighbourhood Development Orders' to prepare a spatial plan for their area, in consultation with local residents, businesses and other interested parties.

A neighbourhood development plan should support the strategic development needs set out in the Core Strategy/Local Plan and plan positively to support local development. Neighbourhood development plans are tools for sustainable development and cannot be used to prevent development in an area - they can only include proposals for an equal (or greater) amount of growth than is set out in the local authority's development plan.

Neighbourhood Development Plans are currently being prepared by communities in Ashted, Bookham, Capel, Ockley and Westcott.

### **Community Infrastructure Levy (CIL)**

CIL allows Mole Valley to raise money from development to help fund infrastructure. The levy is payable on net additional floor space for the types of development set out in the forthcoming CIL charging schedule, unless exempted by the CIL regulations. Exemptions include affordable housing, charitable development, self build, and structures such as pylons or wind turbines that do not accommodate people.

The levy will be used to help fund infrastructure necessary to support development in the district. The levy can be used to help fund a wide range of infrastructure including roads, schools, surgeries, and open space. Mole Valley as the collecting authority is responsible for deciding how CIL funds are spent. Between 15-25% of the funds collected will be earmarked for use by local communities.

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## Appendix D – Asset List

Address	STREET Name	Town	Postcode	Ownership	Use Group
1 The Oaks (Shop)	Oak Ridge	Dorking	RH4 2NT	Leaseholder	Retail Emergency
10 Church Gardens	Church Gardens	Dorking	RH4 1DU	Leaseholder	Housing
1-11 High Street, Leatherhead	High Street	Leatherhead		Freeholder	Retail Emergency
13 Church Gardens	Church Gardens	Dorking	RH4 1DU	Leaseholder	Housing Emergency
14 Church Gardens	Church Gardens	Dorking	RH4 1DU	Leaseholder	Housing
18 / 20 Reigate Road	Reigate Road	Dorking	RH4 1SG	Freeholder	Retail
213 Chart Downs	Chart Downs	Dorking	RH5 4DD	Freeholder	Retail Emergency
22 Church Gardens	Church Gardens	Dorking	RH4 1DU KT22	Leaseholder	Housing Emergency
22 Cressall Mead	Cressall Mead	Leatherhead	7EA	Freeholder	Housing
220 Kingston Road (Shop)	Kingston Road	Leatherhead	KT22 7PZ	Leaseholder	Retail
222 & 226 Kingston Road (Shop)	Kingston Road	Leatherhead North	KT22 7PZ	Leaseholder	Retail Emergency
23 Holmbury Drive	Holmbury Drive	Holmwood	RH5 4TU	Leaseholder	Housing Emergency
23 Mill Lane	Mill Lane	Dorking	RH4 1DX	Freeholder	Housing Emergency
24 Church Gardens	Church Gardens	Dorking	RH4 1DU KT24	Leaseholder	Housing
255 Guildford Road, Effingham	Guildford Road	Effingham	5NP KT22	Freeholder	Retail Emergency
27 Cock Lane	Cock Lane	Fetcham	9UH KT22	Freeholder	Housing Emergency
27 Cressall Close	Cressall Close	Leatherhead	7DZ	Freeholder	Housing Emergency
3 Falkland Gardens	Falkland Gardens	Dorking	RH4 3BD	Freeholder	Housing Emergency
33 Edenside Road	Edenside Road	Bookham	KT23 3JB	Freeholder	Housing
34 Edenside Road	Edenside Road	Bookham	KT23 3JB	Freeholder	Emergency

35-36 Edenside Road	Edenside Road	Bookham	KT23 3JB	Freeholder	Housing Retail
38 / 38a Stonny Croft	Stonny Croft	Ashtead	KT21 1SH	Freeholder	Retail Emergency
63 Poplar Road	Poplar Road	Leatherhead	KT22 8SF	Freeholder	Housing Emergency
65 Poplar Road	Poplar Road	Leatherhead	KT22 8SF	Freeholder	Housing Emergency
67 Poplar Road	Poplar Road	Leatherhead	KT22 8SF	Freeholder	Housing Emergency
69 Poplar Road	Poplar Road	Leatherhead	KT22 8SF	Freeholder	Housing Emergency
71 Poplar Road	Poplar Road	Leatherhead	KT22 8SF	Freeholder	Housing Emergency
72 Rough Rew	Rough Rew	Dorking	RH4 2PA	Leaseholder	Housing Emergency
73 Poplar Road	Poplar Road	Leatherhead	KT22 8SF	Freeholder	Housing Emergency
75 Poplar Road	Poplar Road	Leatherhead	KT22 8SF	Freeholder	Housing Emergency
77 Poplar Road	Poplar Road	Leatherhead	KT22 8SF	Freeholder	Housing Emergency
8 Church Gardens	Church Gardens	Dorking	RH4 1DU	Leaseholder	Housing Emergency
9 Dorking Road	Dorking Road	Great Bookham	KT23 4PA	Freeholder	Housing Emergency
95 Kingston Road	Kingston Road	Leatherhead	KT22 7SP	Freeholder	Housing
Adjacent Sunpatch	Givons Grove	Leatherhead		Freeholder	Open Space
Allotments (Barnett Wood Lane, Leatherhead)	Barnett Wood Lane	Leatherhead	KT22 7DY	Freeholder	Allotments

Allotments (Coldharbour Lane)	Coldharbour Lane	Dorking	RH4 3JG	Freeholder	Allotments
Allotments (Eastwick Road)	Eastwick Road	Bookham	-	Freeholder	Allotments
Allotments (Highlands Road)	Highlands Road	Leatherhead	KT22	Freeholder	Allotments
Allotments (Pixholme Grove)	Pixholme Grove	Dorking	8NP	Freeholder	Allotments
Allotments (Ranmore Road)	Ranmore Road	Dorking	RH4 1PJ	Freeholder	Allotments
Allotments (St Pauls Road West)	St Pauls Road	Dorking	RH4 1HW	Freeholder	Allotments
Amenity Area (Greville Park Road)	West	Dorking	RH4 2RA	Freeholder	Allotments
Amenity Area (Station Road)	Greville Park Road	Ashtead		Freeholder	Leisure
Ashtead Allotments	Station Road	Dorking	RH4 1EH	Freeholder	Industrial
Ashtead Park	Leatherhead Road	Ashtead	KT21	Freeholder	Allotments
Ashtead Recreation Ground	Park Drive	Ashtead	2DN	Freeholder	Recreation
Beare Green Community Centre	Barnett Wood Lane	Ashtead	KT21 1LE	Freeholder	Ground
Bentsbrook Allotments	Merebank	Beare Green	-	Freeholder	Recreation
BMX Site (Ranmore Road)	Deepdene Avenue	Dorking	RH5 4RD	Freeholder	Ground
Bookham Rifle Club	Ranmore Road	Dorking	RH5 4TD	Freeholder	Leisure
Bookham Village Green / Griffin Court	Ranmore Road	Dorking	RH4 1HW	Freeholder	Allotments
Bowls Pavilion (Pippbrook)	Guildford Road	Fetcham	KT22	Freeholder	Leisure
Brockham Big Field	High Street	Bookham	9AS	Freeholder	Leisure
Brockham Green	Reigate Road	Dorking	-	Freeholder	Open Space
Brockham Recreation Ground (Playground)	Kiln Lane	Brockham	RH4 1SJ	Freeholder	Leisure
Cannon Court Recreation Ground	Brockham Green	Brockham	-	Freeholder	Recreation
Cannon Grove Ambulance Garages	Middle Street	Brockham	RH3 7JT	Freeholder	Ground
	Cannon Grove	Fetcham	-	Freeholder	Recreation
	Cannon Grove	Fetcham	KT22 9JR	Freeholder	Ground
					Storage

Cannon Grove Guide Hut	Cannon Grove	Fetcham	KT22 9JZ	Freeholder	Leisure
Car Park (Bridge Street)	Bridge Street	Leatherhead	KT22 8BZ	Freeholder	Car Park
Car Park (Church Road, Leatherhead)	Church Road	Leatherhead	KT22 8BG	Leaseholder	Car Park
Car Park (Church Street, Dorking)	Meadowbrook Road	Dorking	RH4 1DF	Freeholder	Car Park
Car Park (Church Street, Leatherhead)	Church Street	Leatherhead	KT22 8DW	Freeholder	Car Park
Car Park (Dene Street)	Dene Street	Dorking	RH4 2DR	Freeholder	Car Park
Car Park (Dorking Foundry Workshops)	West Street	Dorking	RH4 1BS	Freeholder	Car Park
Car Park (Grove Road)	Grove Road	Ashted	KT21 1BE	Freeholder	Car Park
Car Park (Junction Road)	Junction Road	Dorking	RH4 3HB	Freeholder	Car Park
Car Park (Lower Road)	Lower Road	Bookham	-	Freeholder	Car Park
Car Park (Lower Shott)	Lower Shott	Bookham	KT23 4LP	Freeholder	Car Park
Car Park (North Street, Dorking)	North Street	Dorking	RH4 1DN	Freeholder	Car Park
Car Park (Pippbrook)	Reigate Road	Dorking	RH4 1SJ	Freeholder	Car Park
Car Park (Randalls Road)	Randalls Road	Leatherhead	KT22 7RX	Freeholder	Car Park
Car Park (Reigate Road)	Reigate Road	Dorking	RH4 1SG	Freeholder	Car Park
Car Park (South Side)	High Street	Dorking	RH4 1BA	Freeholder	Car Park
Car Park (South Street)	South Street	Dorking	RH4 2JX	Freeholder	Car Park
Car Park (Station Road, Leatherhead)	Station Road	Leatherhead	KT22 7AA	Freeholder	Car Park
Car Park (Upper Fairfield Road)	Upper Fairfield Road	Leatherhead	KT22 7HW	Freeholder	Car Park
Car Park (Wathen Road)	Wathen Road	Dorking	RH4 1JJ	Freeholder	Car Park
Car Park (West Street)	West Street	Dorking	RH4 1BS	Freeholder	Car Park
Car Park (Woodfield Lane)	Woodfield Lane	Ashted	-	Freeholder	Car Park
Chart Downs Community Centre	Chart Downs	Dorking	RH5 4DF	Freeholder	Leisure

Chart Downs Green	Chart Downs	Dorking	RH5 4DF	Freeholder	Open Space
Chart Park	Deepdene Avenue	Dorking	-	Freeholder	Open Space
Chrystie Recreation Ground	Dorking Road	Bookham	KT23	Freeholder	Recreation
Church Road Walk	Church Road	Leatherhead	4PB	Freeholder	Ground
Church Street Workshops	Church Street	Dorking	-	Freeholder	Open Space
Citizens Advice Bureau	Lyons Court	Dorking	RH4 1DJ	Freeholder	Industrial
Claire House	Bridge Street	Leatherhead	RH4 1AB	Freeholder	Other
Cock Lane Recreation Ground	Cock Lane	Fetcham	KT22 8BZ	Freeholder	Office
Cock Lane Scout Hut	Cock Lane	Fetcham	KT21 9ZZ	Leaseholder	Recreation
Communications House	Curtis Road	Dorking	KT21 9ZZ	Freeholder	Ground
Cotmandene Land	Cotmandene	Dorking	RH4 1EA	Freeholder	Leisure
Cradhurst Recreation Ground	Cradhurst Close	Westcott	RH4 1EB	Freeholder	Office
Deepdene Gardens	Deepdene Avenue	Dorking	RH4 2BT	Freeholder	Open Space
Dorking Caves	South Street	Dorking	RH4 3PS	Freeholder	Recreation
Dorking Cemetery	Reigate Road	Dorking	RH5 4AZ	Tenant	Ground
Dorking Cemetery Chapel	Reigate Road	Dorking	RH4 1QF	Freeholder	Other
Dorking Cemetery Dissenters Chapel	Reigate Road	Dorking	RH4 1QF	Freeholder	Cemetery
Dorking Cemetery Lodge	Reigate Road	Dorking	RH4 1QF	Freeholder	Cemetery
Dorking Cemetery Mortuary	Reigate Road	Dorking	RH4 1QF	Freeholder	Cemetery
Dorking Cemetery Office	Reigate Road	Dorking	RH4 1QF	Freeholder	Cemetery
Dorking Cemetery Outbuilding	Reigate Road	Dorking	RH4 1QF	Freeholder	Cemetery
Dorking Football Club	Mill Lane	Dorking	RH4 1QF	Freeholder	Cemetery
Dorking Foundry Workshops	West Street	Dorking	RH4 1QF	Freeholder	Cemetery
Dorking Golf Club	Deepdene Avenue	Dorking	RH4 1QF	Freeholder	Cemetery
Dorking Halls Site	Reigate Road	Dorking	RH4 1QF	Freeholder	Cemetery
Dorking Sports Centre	Reigate Road	Dorking	RH4 1QF	Freeholder	Cemetery
			RH4 1DX	Freeholder	Leisure
			RH4 1BS	Freeholder	Industrial
			RH5 4BX	Freeholder	Leisure
			RH4 1SG	Freeholder	Leisure
			RH4 1SN	Freeholder	Leisure

Electricity Cottage	Curtis Road	Dorking	RH4 1EA KT22	Freeholder	Emergency Housing
Fairfield Day Centre	Swan Court	Leatherhead	8AH KT22	Tenant	Leisure
Fairmount House Flats 11-15	Bull Hill Lower Shott	Leatherhead Bookham	7AH KT23 4LP KT24	Freeholder Freeholder	Office Housing
Forest Road General Store Former Education Centre	Forest Road Reigate Road	Effingham Dorking	5HE RH4 1SG KT22	Freeholder Freeholder	Retail Other Recreation Ground
Fortyfoot Recreation Ground Fountain Garden Glory Field Glory Wood / Devil's Den Goodwyns Community Centre Grazing Land Ranmore Allotments Groundsman's Bungalow (Kingston Road Recreation Ground)	Fortyfoot Road The Street Glenwood Glenwood Goodwyns Road Ranmore Road  Clare Crescent	Leatherhead Ashtead Dorking Dorking Dorking Dorking  Leatherhead	8RR - RH5 4BY RH5 4BY RH4 2NB  KT22 7RA KT23	Freeholder Freeholder Freeholder Freeholder Freeholder Freeholder  Freeholder	Open Space Open Space Open Space Leisure Allotments Emergency Housing
Guide HQ (Keswick Road) Hampstead Day Centre	Keswick Road Hampstead Road	Bookham Dorking North	4BG RH4 3AG	Freeholder Leaseholder	Other Leisure
Holmwood Park Hut 10 Hut 11 Hut 12 Hut 3 Hut 7 Hut 8	Holmesdale Road Reigate Road Reigate Road Reigate Road Reigate Road Reigate Road Reigate Road	Holmwood Dorking Dorking Dorking Dorking Dorking Dorking	- RH4 1SG RH4 1SG RH4 1SG RH4 1SG RH4 1SG RH4 1SG	Freeholder Freeholder Freeholder Freeholder Freeholder Freeholder Freeholder	Open Space Other Other Other Other Other Other

Hut 9	Reigate Road	Dorking	RH4 1SG	Freeholder	Other
Huts 4, 5 & 6	Reigate Road	Dorking	RH4 1SG	Freeholder	Other
James House	Emlyn Lane	Leatherhead	KT22 7EP	Freeholder	Office Recreation
Kennel Lane Recreation Ground	Kennel Lane	Fetcham	9NT	Freeholder	Ground
King George V Memorial Gardens	Bull Hill	Leatherhead	KT22 7HL	Freeholder	Open Space
King George V Playing Fields	Chart Gardens	Dorking	RH5 4DP	Freeholder	Open Space
Kingston Road Recreation Ground	Kingston Road	Leatherhead	KT22 7QT	Freeholder	Recreation Ground
Land Adjacent to Ashtead Gap (Kingston Road)	Kingston Road	Leatherhead North	-	Freeholder	Open Space
Land adjacent to Inholms Lane	Inholms Lane	Holmwood	-	Freeholder	Open Space
Land Adjacent to Tennis Courts, Guildford Road, Fetcham	Guildford Road	Fetcham	KT21 9ZZ	Freeholder	Open Space
Land Adjacent to Tip (Keswick Road)	Keswick Road	Bookham	-	Freeholder	Open Space
Land adjoining 32 Barnett Wood Lane, Leatherhead	Barnett Wood Lane	Leatherhead	KT22 7DN	Freeholder	Open Space
Land at 141 Kingston Road	Kingston Road	Leatherhead	KT22 7NT	Freeholder	Open Space
Land at Ansell Road	Ansell Road	Dorking	-	Freeholder	Open Space
Land at Bickney Way	Bickney Way	Fetcham	-	Freeholder	Open Space
Land at Church / Bridge Street, Leatherhead	Church Street	Leatherhead		Freeholder	Open Space
Land at Cobham Road	Cobham Road	Fetcham		Freeholder	Open Space
Land at Copperfields	Bickney Way	Fetcham	-	Freeholder	Open Space
Land at Edenside Road	Edenside Road	Bookham	-	Freeholder	Open Space
Land at Horsham Road, Dorking	Horsham Road	Dorking	-	Freeholder	Open Space
Land at Junction with Mint Gardens	Church Street	Dorking	-	Freeholder	Open Space
Land at Leatherhead Road, Bookham	Leatherhead Road	Bookham	-	Freeholder	Open Space
Land at Leret Way	Leret Way	Leatherhead		Freeholder	Open Space
Land at London Road, Dorking	London Road	Dorking	-	Freeholder	Open Space

Land at Long Copse Close	Eastwick Drive	Bookham	-	Freeholder	Open Space
Land at West Street	West Street	Dorking	-	Freeholder	Open Space
			KT23		
Land at Westfield Drive	Westfield Drive	Bookham	3NU	Freeholder	Open Space
Land at Whiteway	Whiteway	Bookham	-	Freeholder	Open Space
Land between Plots 4 & 5 Curtis Road	Curtis Road	Dorking	RH4 1XD	Freeholder	Open Space
Land forming part of Old Sewage Works	Hole Hill	Westcott	-	Freeholder	Open Space
Land off Highland Road	Highland Road	Bear Green		Freeholder	Open Space
Land on eastern side of Redlands County Primary School	Goodwyns Road	Dorking	-	Freeholder	Open Space
Land outside 1-5 High Street, Dorking	High Street	Dorking	RH4 1BA	Freeholder	Open Space
			KT22		
Land r/o 27 Cock Lane	Cock Lane	Fetcham	9UH	Freeholder	Open Space
Land South of Epsom Road	Epsom Road	Leatherhead		Freeholder	Open Space
Land West of Westcott Green	Westcott Street	Westcott	-	Freeholder	Open Space
			KT22		
Leatherhead & Dorking Gymnastics Club	Guildford Road	Fetcham	9AS	Freeholder	Leisure
			KT22		
Leatherhead Cricket Club	Guildford Road	Fetcham	9AS	Freeholder	Leisure
			KT22		
Leatherhead Football Club	Guildford Road	Fetcham	9AS	Freeholder	Leisure
Leatherhead Leisure Centre	Guildford Road	Fetcham	KT22 9BL	Freeholder	Leisure
Leatherhead Tennis Club	Cannon Grove	Fetcham	KT22 9LH	Freeholder	Leisure
Leslie House	Church Street	Dorking	RH4 1DW	Freeholder	Housing
Little Bookham Allotments	Maddox Lane	Bookham		Freeholder	Allotments
	Maddox Lane		KT23		
Little Bookham Common - Access Track	(Track)	Bookham	3HT	Freeholder	Open Space Recreation Ground
Lower Road Recreation Ground	Lower Road	Bookham	-	Freeholder	Ground
Lower Shott Land	Lower Shott	Bookham	-	Freeholder	Open Space
Mansion House Gardens	Vicarage Lane	Leatherhead	KT22	Freeholder	Open Space

Mayflower Day Centre	Lyons Court	Dorking	8BH RH4 1AB	Leaseholder	Other Recreation Ground
Meadowbank Recreation Ground	Mill Lane	Dorking	RH4 1DX	Freeholder	Ground
Merebank Pond	Merebank	Beare Green	-	Freeholder	Open Space Recreation Ground
Merebank Recreation Ground	Merebank	Beare Green	-	Freeholder	Ground
Mill Lane Site	Mill Lane	Dorking	RH4 1DX	Freeholder	Open Space
Milton Gore	Coldharbour Lane	Dorking	-	Freeholder	Open Space
Milton Heath & The Nower	Coldharbour Lane	Dorking	RH4 3DF	Freeholder	Open Space Recreation Ground
New Clubhouse (Ashtead Recreation Ground)	Barnett Wood Lane	Ashtead		Freeholder	Ground
Norbury Park	Norbury Park	Mickleham		Freeholder	Open Space
North Leatherhead Community Centre	Kingston Road	Leatherhead	KT22 7PX	Freeholder	Leisure Recreation Ground
Oakfields Recreation Ground	Oakfields	Wallis Wood	-	Freeholder	Recreation Ground
Old Barn Hall Recreation Ground	Church Road	Bookham	-	Freeholder	Ground
Open Space (Broome Close)	Broome Close	Headley		Freeholder	Open Space
Open Space (Guildford Road, Bookham)	Guildford Road	Bookham	-	Freeholder	Open Space
Parcel C (Randalls Road)	Randalls Road	Leatherhead	-	Freeholder	Open Space
Parcel F (Randalls Road)	Randalls Road	Leatherhead	-	Freeholder	Open Space
Parcel H (Randalls Road)	Randalls Road	Leatherhead	-	Freeholder	Open Space
Parcels A & B (Randalls Road)	Randalls Road	Leatherhead	-	Freeholder	Open Space
Parcels D & G (Randalls Road)	Randalls Road	Leatherhead	KT22 0AU	Freeholder	Open Space
Park Gardens	Church Street	Leatherhead	KT22 8EU	Freeholder	Open Space
Park House	Randalls Road	Leatherhead	KT22 0AH	Freeholder	Office

Part 56 (Leslie Road)	Leslie Road	Dorking	RH4 1PS	Freeholder	Other
Pavilion (Ashtead Recreation Ground)	Barnett Wood Lane	Ashtead		Freeholder	Leisure
Pavilion (Brockham Big Field)	Kiln Lane	Brockham	RH3 7LZ KT22	Freeholder	Leisure
Pavilion (Kennel Lane Recreation Ground)	Kennel Lane	Fetcham	9NT	Freeholder	Leisure
Pavilion (King George V Playing Fields)	Chart Gardens	Dorking	RH5 4DP KT22	Freeholder	Leisure
Pavilion (Kingston Road Recreation Ground)	Kingston Road	Leatherhead	7QT KT23	Freeholder	Leisure
Pavilion (Lower Road Recreation Ground)	Lower Road	Bookham	4DN	Freeholder	Leisure
Pavilion (Meadowbank Recreation Ground)	Mill Lane	Dorking	RH4 1DX	Freeholder	Leisure
Pavilion, Pixham Lane Sports Ground	Pixham Lane	Dorking	RH4 1PQ KT23	Freeholder	Leisure
Pavilions (Chrystie Recreation Ground)	Dorking Road	Bookham	4PA	Freeholder	Leisure
Pippbrook	Reigate Road	Dorking	RH4 1SJ	Freeholder	Office
Pippbrook Garages	Reigate Road	Dorking		Freeholder	Other
Pippbrook House	Reigate Road	Dorking	RH4 1SH	Freeholder	Other
Pixham Lane Depot	Pixham Lane	Dorking	RH4 1PF	Freeholder	Industrial
Pixham Lane Sports Ground	Pixham Lane	Dorking	RH4 1PQ	Freeholder	Leisure
Plot 1 Curtis Road	Curtis Road	Dorking	RH4 1XF	Freeholder	Industrial
Plot 4 Curtis Road	Curtis Road	Dorking	RH4 1XD	Freeholder	Industrial
Plot 5 Curtis Road	Curtis Road	Dorking	RH4 1SQ	Freeholder	Industrial
Plot 6 Curtis Road	Curtis Road	Dorking	RH4 1EJ	Freeholder	Industrial
Plot 7 Curtis Road	Curtis Road	Dorking	RH4 1EJ	Freeholder	Industrial
Plot 9 Curtis Road	Curtis Road	Dorking	RH4 1XA	Freeholder	Industrial
Plots 2 & 3 Curtis Road	Curtis Road	Dorking	RH4 1XF	Freeholder	Industrial
Plots 8a & 8d Curtis Road	Curtis Road	Dorking	RH4 1EJ	Freeholder	Industrial
Plots 8b & 8c Curtis Road	Curtis Road	Dorking	RH4 1XF	Freeholder	Industrial
Public Toilet (South Street)	South Street	Dorking	RH4 2HQ	Freeholder	Public Toilet
Public Toilet (Swan Centre)	Leret Way	Leatherhead	KT22	Freeholder	Public Toilet

Public Toilet (Woodfield Lane)	Woodfield Lane	Ashtead	8AH -	Freeholder	Public Toilet
Randalls Road Depot Site	Randalls Road	Leatherhead	KT22 0AD	Freeholder	Industrial Emergency Housing
Recreation Bungalow	Barnett Wood Lane	Ashtead	KT21 2BZ KT22	Freeholder	Industrial
Recycling Site (Randalls Road)	Randalls Road	Leatherhead	0BA KT22	Freeholder	Open Space
Red House Gardens	Randalls Road	Leatherhead	0AH	Freeholder	Industrial
Red House Substation Site	Bull Hill	Leatherhead	- KT22	Freeholder	Open Space
Riverside Walk	Emlyn Lane	Leatherhead	9DQ	Freeholder	Retail
Shop 1 (and Stores 3-5) Grove Corner	Lower Shott	Bookham	KT23 4LP	Freeholder	Retail
Shop 10 (and Garage 5) Grove Corner	Lower Shott	Bookham	KT23 4LP	Freeholder	Retail
Shop 2 (and Store 11) Grove Corner	Lower Shott	Bookham	KT23 4LP	Freeholder	Retail
Shop 3 (and Store 1) Grove Corner	Lower Shott	Bookham	KT23 4LP	Freeholder	Retail
Shop 4 (and Store 7) Grove Corner	Lower Shott	Bookham	KT23 4LP	Freeholder	Retail
Shop 5 (and Store 6) Grove Corner	Lower Shott	Bookham	KT23 4LP	Freeholder	Retail
Shop 6 (and Store 9) Grove Corner	Lower Shott	Bookham	KT23 4LP	Freeholder	Retail
Shop 7 (and Store 10) Grove Corner	Lower Shott	Bookham	KT23 4LP	Freeholder	Retail
Shop 8 (and Store 8) Grove Corner	Lower Shott	Bookham	KT23 4LP	Freeholder	Retail
Shop 9 (Store 2 and Garage 1) Grove Corner	Lower Shott	Bookham	KT23 4LP	Freeholder	Retail
Site for Church (Harvest Community Church)	Stubs Hill	Dorking	RH4 2QD KT23	Freeholder	Other
South Bookham SPACE (Chrystie Recreation Ground)	Dorking Road	Bookham	4PB	Freeholder	Leisure
South Street Gardens	South Street	Dorking		Freeholder	Open Space
Spital Heath Land	Reigate Road	Dorking North		Freeholder	Open Space
Spook Hill	Hardy Close	Holmwood		Freeholder	Open Space

St John Ambulance HQ	Reigate Road	Dorking	RH4 1SG	Freeholder	Other
St Martins Walk Car Park	St Martins Walk	Dorking	RH4 1UT	Freeholder	Car Park
St Martins Walk Site	St Martins Walk	Dorking	RH4 1UT	Freeholder	Retail
Station Road Depot, Dorking	Station Road	Dorking	RH4 1EH	Freeholder	Industrial
Station Road Depot, Leatherhead	Station Road	Leatherhead	7AA	Freeholder	Industrial
Strip of Land at Cannon Grove	Cannon Grove	Fetcham	-	Freeholder	Open Space
Swan Centre	Leret Way	Leatherhead	8AH	Freeholder	Retail
Swan Centre Car Park	Leret Way	Leatherhead	8AH	Freeholder	Car Park
Tennis Club (Ashtead Recreation Ground)	Woodfield Lane	Ashtead	2BQ	Freeholder	Leisure
Tennis Club (Chrystie Recreation Ground)	Dorking Road	Bookham	4PA	Freeholder	Leisure
Tennis Courts, Guildford Road, Fetcham	Guildford Road	Fetcham	9DH	Freeholder	Leisure
The Bridge Youth Centre	Kingston Road	Leatherhead	7RB	Freeholder	Leisure
The Orchard (Ranmore Road)	Ranmore Road	Dorking	RH4 1HW	Freeholder	Open Space
The Ridgeway Garden of Remembrance	The Ridgeway	Fetcham	KT22 9AZ	Freeholder	Open Space
The Woodfield	Woodfield	Ashtead	-	Freeholder	Open Space
Thorncroft Bridge & Drive	Thorncroft Drive	Leatherhead	-	Freeholder	Other
Thorncroft Manor Land	Thorncroft Drive	Leatherhead	KT22 8JB	Freeholder	Leisure
Toilet Block (Lower Shott Car Park)	Guildford Road	Bookham	-	Freeholder	Public Toilet
Training Hut (Pippbrook)	Reigate Road	Dorking		Freeholder	Office
Unit 1 Church Street Workshops	Church Street	Dorking	RH4 1DJ	Freeholder	Industrial
Unit 1 Old Char Wharf	Station Road	Dorking	RH4 1EF	Freeholder	Industrial
Unit 1 Pixham Lane Depot	Pixham Lane	Dorking	RH4 1PF	Freeholder	Industrial
Unit 1b Dorking Foundry Workshops	West Street	Dorking	RH4 1DN	Freeholder	Industrial

Unit 2 Church Street Workshops	Church Street	Dorking	RH4 1DJ	Freeholder	Industrial
Unit 2 Dorking Foundry Workshops	West Street	Dorking	RH4 1BS	Freeholder	Industrial
Unit 2 Old Char Wharf	Station Road	Dorking	RH4 1EF	Freeholder	Industrial
Unit 2 Pixham Lane Depot	Pixham Lane	Dorking	RH4 1PF	Freeholder	Industrial
Unit 3 Church Street Workshops	Church Street	Dorking	RH4 1DJ	Freeholder	Industrial
Unit 3 Dorking Foundry Workshops	West Street	Dorking	RH4 1BS	Freeholder	Industrial
Unit 3 Old Char Wharf	Station Road	Dorking	RH4 1EF	Freeholder	Industrial
Unit 4 Old Char Wharf	Station Road	Dorking	RH4 1EF	Freeholder	Industrial
Unit 5 Old Char Wharf	Station Road	Dorking	RH4 1EF	Freeholder	Industrial
Unit 6 Old Char Wharf	Station Road	Dorking	RH4 1EF	Freeholder	Industrial
Unit 7 Old Char Wharf	Station Road	Dorking	RH4 1EF	Freeholder	Industrial
Unit 8 Old Char Wharf	Station Road	Dorking	RH4 1EF	Freeholder	Industrial
Unit 9 Old Char Wharf	Station Road	Dorking	RH4 1EF	Freeholder	Industrial
Vehicle Garage, Pixham Lane Depot	Pixham Lane	Dorking	RH4 1PF	Freeholder	Industrial
Veterinary Surgery (George Horley Place)	George Horley Place	Newdigate	RH5 5DW	Freeholder	Other
Vincent Lane Site	Vincent Lane	Dorking	-	Freeholder	Open Space
War Memorial (North Street, Leatherhead)	North Street	Leatherhead	KT22 7HG	Freeholder	Other
War Memorial (South Street Gardens)	South Street	Dorking	RH4 2HQ	Freeholder	Other
Westcott Green	Westcott Street	Westcott	-	Freeholder	Open Space
Woodbridge Grove Scout Hall	Woodbridge Grove	Leatherhead	KT22 7QJ	Freeholder	Leisure