



Telford & Wrekin Council

Corporate Asset Management Plan

2026-2030

The Corporate Asset Management Plan is a strategic document which will help inform decisions relating to service delivery and therefore ensure the most effective contribution is made to facilitate the delivery of improved public services and benefits to local communities.

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1.0 Statement of Context

It is recognised that continued growth and development of the Telford & Wrekin area requires that services and facilities are constantly monitored and reviewed, resulting in challenges and opportunities for property holdings and Asset Management.

The Asset Management Plan covers all buildings and land owned by The Council but excludes Highways and drains. It sets out our proposals to effectively manage our assets in this context and focuses specifically on the following areas;

- Property and associated land used for operational purposes
- Property Investment Portfolio (property held for investment purposes)
- Land (held for future disposal or future operational use)
- Public Realm Land

The Land Strategy, Operational Property Strategy and PIP Strategy all interlink to form a comprehensive approach to Asset Management covering Council property assets within Telford.

Asset Management Plan – Aims and Objectives:

- Ensure assets are fit for purpose
- Maximise the use and efficiency of assets
- Ensure assets are located in appropriate locations for service delivery
- Deliver an integrated approach to Asset Management across the Authority
- Ensure Asset Management decisions are co-ordinated and consistent with council priorities
- Manage a simple and robust performance measurement system
- Provide comprehensive and accurate data to assess property performance and to support and facilitate the changing patterns of service delivery
- Use land and buildings to facilitate the “growth” agenda and be the enabler of regeneration
- Optimise and prioritise the level of property investment, to meet the Council’s current and future service needs
- Support the delivery of the Council’s cost improvement plans e.g. in Adults/Children services
- Support the One Public Estate agenda alongside other land-owning public sector organisations and to work with other stakeholders and partners to rationalise services and resources, unlock development land, reduce running costs, create jobs, homes, and revenue streams.

2.0 Data Management

The ability to make informed property decisions is dependent upon collecting, analysing and updating accurate data.

Core Data

All Council property data is recorded on a Property Management System, which is designed to accommodate all forms of property data in a central location. The Property Management software brings all the main functions such as Asset Management, Capital Projects, Service Asset Register and Helpdesk functions together into one integrated solution. This provides greater exchange of information and a streamlined property database linked directly to a customer facing property helpdesk. The software is internet browser based, and provides a direct link to customers and stakeholders, enabling them to access data and information in an easy to use environment.

- The Asset Register:

The Council maintains a central record of valuations and information for all sites and property on the Asset Register in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) and other Audit requirements. A three-year rolling programme of asset valuations is in place for Property, Plant & Equipment (PPE) which covers Operational and some PIP Property (due to their classification), ensuring that all higher value properties are valued every year and 33% of the remainder each year. Investment Property (mostly in the Property Investment Portfolio (PIP) is re-valued annually.

- Condition Data

Condition Surveys of all Schools and Operational Buildings have been completed and are re-assessed as part of an ongoing re-survey process, as part of a 5 year rolling programme. Property data is captured across all service areas and work is prioritised according to the data, allowing a transparent planned programme of work to be implemented. Similarly, this enables informed decisions on property disposals.

- Asbestos

Comprehensive asbestos information is held incorporating 'Type 2 Enhanced Surveys' as part of the Property database, ensuring that quality, up to date information is retained. In accordance with the Council's Asbestos Management Plan, annual risk assessments are conducted on all previously surveyed properties, to ensure that the Council targets available resources at priority items and manages the risks on site.

- Measured Surveys

Accurate, comprehensive, measured building surveys are available for all properties and are used in various interchangeable formats. All new properties since 2016 which have been designed by the in-house team have been modelled in the latest design packages, the formats of which allow them to be interchangeable when needed. This will assist in the future integration of Building Information Modelling advances within the construction industry into everyday Facilities Management processes.

3.0 Programme Development and Implementation

The Decision-Making Process

The information contained in the Asset Management System facilitates informed, property related decisions. This corporate planning process identifies requirements for the Property Portfolio. The Council utilises data detailing condition, suitability, sustainability sufficiency and asbestos, in the following areas (list not exhaustive):

- Review of office accommodation
- Repair and Maintenance Programmes
- Capital Programmes
- Property Rationalisation
- Borough Towns and Local Centre Regeneration
- Housing Investment
- Commercial Development

Maintenance Programme

The planned Maintenance Programme for 2026/27 will be submitted to Cabinet for approval in February 2026. This programme is set in accordance with Service Priorities and Plans linked to Condition Surveys. Health & Safety priorities take precedence and following Grenfell whilst TWC does not own or have responsibility for high rise residential buildings reviewing our Fire Risk Assessments has been a priority. As a result an extensive programme of fire stopping and replacement of fire doors is under way and will span the next few years.

Formulating the Property Related Capital Programme and Key Issues

In order to develop the capital programme an appraisal is undertaken which considers; reduced operating costs, regeneration factors, service and commercial benefits, geographic and deprivation indices, alternate premises, sharing premises and partnership with the private sector or other public sector partners. Whole life cycle costing provides a far more accurate assessment of the long-term cost effectiveness of a project, than standard economic methods that focus solely on capital costs or operating-related costs in the very short term. Research has identified the relationship between capital cost, cost in use and the cost to the business of assets as a ratio of 1:5:200. This demonstrates that the cost of operating and maintaining a building over its life will be five times the original capital cost. Moreover, the cost of staff productivity and occupation is two hundred times the capital cost.

Sustainability

Telford & Wrekin Council actively considers sustainability as part of asset provision, use and management and a Sustainable Procurement Strategy is embedded into our commissioning approach. We are innovative in ensuring sustainability is part of all new-build and refurbishment schemes. For example, the Wellington Civic and Leisure Centre has undergone a series of low-carbon retrofit projects over recent years. These include the installation of Solar PV panels, Solar Thermal systems, and energy-efficient LED lighting. Most recently, we completed a major heating and thermal fabric upgrade, which involved adding advanced thermal insulation to the pool area and introducing air source heat pump technology to provide efficient heating for the remainder of the building.

The anticipated annual savings from these improvements are substantial:

- **Energy savings:** 494,275 kWh per year
- **CO₂ savings:** 79.32 tonnes per year

These upgrades not only reduce energy consumption and carbon emissions but also demonstrate our commitment to sustainability and long-term cost efficiency.



Fig. 1: Heat Pumps providing heat for the Leisure Centre, Offices and Library



Fig. 2: Heat pumps providing domestic hot water

Funding

Planned Capital expenditure in 2026/27 for corporate buildings is £1,203,879 and educational properties is £1,605,502. This does not include funding from other sources such as grants and section 106 monies.

Key issues addressed in finalising the 2026/27 Capital Investment Programme include:

- The delivery of capital projects to underpin and support improved service delivery and reduce maintenance back log.
- Investment in energy/heating and lighting to reduce running costs and to support work on climate change initiatives.
- Regeneration – support and project management to all regeneration and investment projects.
- Supporting the delivery of the Council's budget and cost improvement plans.

4.0 Operational Assets

Property Rationalisation/ Hybrid Working

Changing Work Patterns and Culture

To deliver ongoing savings, we have consistently worked with Directors and Service Delivery Managers to ensure that services and teams are co-located wherever possible. This approach maximises operational synergies, optimises space usage, and drives further efficiencies.

Hybrid working is now firmly embedded within the ethos of the organisation, reflecting our commitment to flexibility, productivity, and employee wellbeing. Under this model, teams operate from the office between one and five days per week, depending on the nature of their service and customer requirements. This approach has enabled significant savings through the rationalisation of our estate, including the vacation of Addenbrooke House and Wellington Civic Offices—equating to approximately 4,000 square metres. Our core accommodation is now concentrated within three main buildings: Southwater One, Darby House, and Granville House.

We continue to collaborate with other public sector partners through the One Public Estate agenda, which promotes shared use of assets and improved value for money. A key outcome of this partnership has been the successful letting of Wellington Civic Offices to the NHS, further supporting integrated public services within the community.

5.0 Asset Details & Performance

The Statement of Assets is found in Appendix 1.

Three key measures against condition and space utilisation are contained in Appendix 2.

With reducing budgets, maintenance/refurbishment has been kept to a minimum across both Operational Property and Schools. However, the BSF programme has reduced the school maintenance back log as new and refurbished schools have been delivered as new Academies. On the Operational side, Property Rationalisation has also reduced the backlog

of outstanding maintenance as services and staff are concentrated in modern buildings and old outdated buildings, are disposed of.

Energy use is increasingly important from both an environmental and financial viewpoint. Whilst we have pursued a programme of eco-friendly initiatives such as Solar Panels, Ground Source Heat Pumps, increased insulation etc. this has been offset by increasing use of technology powered by electricity in buildings.

Over recent years, we have enhanced space utilisation across our administrative buildings through our Property Rationalisation programme. This initiative has focused on optimising the use of existing assets, consolidating services, and creating more efficient working environments. By reviewing occupancy patterns and aligning space allocation with operational needs, we have been able to reduce underutilised areas, and support modern ways of working. These changes not only deliver financial savings but also reflect our commitment to sustainability and flexibility, ensuring that our estate continues to meet the evolving requirements of both staff and the delivery of Council services.

Appendix 1 - Fixed Assets Utilised by the Council

Group/Category	OP / NON-OP / Other	Total Land Area	Total Value (Latest Valuations Only)
Allotment	Operational	11.8 Ha.	£10
Amenity Site - LAND	Operational	5.5 Ha.	£0
Assets Held For Sale - OP	Operational	0.2 Ha.	£0
Asset Under Construction	Operational	0.1 Ha.	£1,124,480
Bus Station - LAND	Operational	0.7 Ha.	£0
Car Park - LAND	Operational	17.6 Ha.	£4,405,577
Cemetery	Operational	7.3 Ha.	£0
Changing Rooms - LAND	Operational	11.0 Ha.	£0
Child Dev Centre	Operational	0.3 Ha.	£1
Closed Facility - LAND	Operational	8.5 Ha.	£1
Community Centre - LAND	Operational	0.2 Ha.	£0
Community Centre - PIP	Operational	0.8 Ha.	£85,761
Day Centre - LAND	Operational	0.3 Ha.	£2,990,720
Elderly Persons Home - LAND	Operational	1.2 Ha.	£0
Group Home - LAND	Operational	0.3 Ha.	£355,010
Homeless Accommodation - LAND	Operational	1.0 Ha.	£4,255,875
Hostel - LAND	Operational	0.2 Ha.	£0
Telford Housing First - LAND	Operational	0.2 Ha.	£1,515,000
Ice Rink - LAND	Operational	1.0 Ha.	£0
Industrial Estates & Units - LAND	Operational	0.2 Ha.	£985,790
Industrial Estates & Units - Op	Operational	1.0 Ha.	£919,380
Leisure Centre - LAND	Operational	39.8 Ha.	£30,704,002
Library - LAND	Operational	0.5 Ha.	£0
Operational Offices - LAND	Operational	3.2 Ha.	£429,711
Outdoor Activity Centre - LAND	Operational	3.6 Ha.	£0
Play Area	Operational	26.6 Ha.	£0
Public Toilets - LAND	Operational	0.3 Ha.	£0
Refugee Accommodation - LAND	Operational	0.7 Ha.	£0
Registrars - LAND	Operational	0.1 Ha.	£0
Residential Home - LAND	Operational	0.7 Ha.	£193,000
Schools - Academy - LAND	Operational	73.6 Ha.	£0
Schools - Academy PFI - LAND	Operational	9.5 Ha.	£0
Schools - Children's Centres & Nurseries - LAND	Operational	0.4 Ha.	£0
Schools - Primary - LAND	Operational	44.7 Ha.	£108,500,002
Schools - Primary Foundation - LAND	Operational	1.1 Ha.	£0
Schools - Primary Trust - LAND	Operational	9.0 Ha.	£15,950,000
Schools - Primary VA - LAND	Operational	5.4 Ha.	£0
Schools - Primary VC - LAND	Operational	13.4 Ha.	£27,120,000
Schools - PRU - LAND	Operational	0.6 Ha.	£0
Schools - Secondary - LAND	Operational	11.6 Ha.	£55,070,000

Schools - Special - LAND	Operational	3.2 Ha.	£12,730,000
Schools - Special PFI - LAND	Operational	1.2 Ha.	£15,470,000
Ski Centre - LAND	Operational	0.5 Ha.	£0
Theatre - LAND	Operational	0.2 Ha.	£2,745,000
Traveller Site - LAND	Operational	7.2 Ha.	£6
Visitor Information Centre	Operational	0.0 Ha.	£1,250,001
Woodland	Operational	72.5 Ha.	£5
Car Park - PIP	Non-Op. Generally PIP	2.0 Ha.	£1,449,400
Depot - PIP	Non-Op. Generally PIP	0.8 Ha.	£815,442
Industrial Estates & Units - PIP	Non-Op. Generally PIP	49.7 Ha.	£83,885,729
Leased Out Property - PIP	Non-Op. Generally PIP	4.8 Ha.	£16,381,504
Leased Out Property - Non PIP	Non-Op. Generally PIP	10.7 Ha.	£1
Miscellaneous Ground Rents	Non-Op. Generally PIP	0.2 Ha.	£19,141
Miscellaneous Ground Rents - PIP	Non-Op. Generally PIP	0.9 Ha.	£397,771
Miscellaneous Sites - LAND	Non-Op. Generally PIP	80.8 Ha.	£0
Miscellaneous Sites - PIP	Non-Op. Generally PIP	30.0 Ha.	£936,961
Retail Unit - PIP	Non-Op. Generally PIP	4.2 Ha.	£27,271,713
Sites for Future Sale (>1 yr) - PIP	Non-Op. Generally PIP	38.6 Ha.	£3,891,552
Sites for Future Sale (>1yr) - LAND	Non-Op. Generally PIP	47.5 Ha.	£0
Golf Course	Assets Listed by Site Area	73.0 Ha.	£6,440,000
Land	Assets Listed by Site Area	28.8 Ha.	£0
Open Space	Assets Listed by Site Area	62.1 Ha.	£2,300
Other Land	Assets Listed by Site Area	49.9 Ha.	£9,179
Other Land - PIP	Assets Listed by Site Area	28.0 Ha.	£430,618
Park	Assets Listed by Site Area	199.5 Ha.	£0
Public Playing Field	Assets Listed by Site Area	53.0 Ha.	£20
Wildlife Park	Assets Listed by Site Area	22.6 Ha.	£0
Regeneration Site - LAND	Other	2.5 Ha.	£5,735,000
Deleted Asset	Other	47.6 Ha.	£0
Disposed Asset	Other	165.2 Ha.	£0
Merged Asset	Other	124.2 Ha.	£0
Total Records		1,525.73 Ha.	£434,465,662
Less: Disposed, Deleted & Merged Assets		337	0
TOTAL ASSETS HELD:		1,188.69 Ha.	£434,465,662

APPENDIX 2

Indicator 1Bi : Required maintenance by cost expressed as a total cost in Priority levels 1–3

Priority 1–3 covers a 5 year maintenance period. The total cost of priority level 1 – 3 works for all Operational Property (including schools) is £24,420,439.

T&WC figure is split as follows:

School Property	£15,424,607
Operational Property	£8,995,832

Previous year comparisons

		2020	2021	2022	2023	2024	2025
Schools	P1-P3	£18,267,205	£17,112,347	£16,612,040	£16,138,320	£16,989,749	£15,424,607
Operational	P1-P3	£5,629,287	£5,177,048	£6,825,859	£6,926,513	£7,974,968	£8,995,832

School Condition Surveys do not include all the recent investment of circa £2.1m in 2025/26 until the survey updates have been completed. Surveys will continue to be rolled out over the following year and will reflect this investment in future updates.