



## **Telford & Wrekin Council**

# **Corporate Asset Management Plan**

## **2024-2028**

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.

Growth is also a key element of the Council's budget strategy going forward as we seek to take advantage of the government's initiatives to give local authorities greater control of their areas through the New Homes Bonus and retention of business rates. As a New Town, with approximately 100 hectares zoned for commercial development, plus zoned residential development land as yet undeveloped, Telford is well placed and these changes will facilitate growth as part of the budget strategy.

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 Asset Register to record valuations and information for all land and buildings, in accordance with Chartered Institute of Public Finance and Accountancy (CIPFA) and Audit requirements. A five-year rolling programme of asset and insurance valuations is in place for Operational Property, ensuring that 20% of assets are re-valued each year after the validity of the basic data/information has been verified. The Property Investment Portfolio is re-valued annually as part of the Asset Register valuation.

- 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 investment 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 which have been designed by the in-house team have been modelled electronically using 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 2024/25 will be submitted to Cabinet for approval in February 2024. 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.

#### **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.

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.

## **Funding**

Planned Capital expenditure in 2024/25 for corporate buildings is £700,000 and educational properties is £1,948,000. This does not include funding from other sources such as grants and section 106 monies. These additional funding streams have gradually enabled us to reduce the back log.

### **Key issues addressed in finalising the 2024/25 Capital Investment Programme include:**

- The delivery of capital projects to underpin and support improved service delivery
- Property rationalisation - planned investment in retained buildings to reduce maintenance back log and property disposals
- Investment in energy/heating and lighting to reduce running costs and to support work on climate change/CRC
- Regeneration – support and project management to all regeneration and investment projects
- Repair and maintenance programmes for the PIP to maintain income levels
- Supporting the delivery of the Council's budget and cost improvement plans

## **4.0 Operational Assets**

### **Property Rationalisation/ New Ways Working**

#### **Changing Work Patterns and Culture**

In order to deliver ongoing savings we have continually worked with Assistant Directors and Service Delivery Managers to ensure new services and teams are co-located to deliver maximum synergies and also reduce the space occupied to deliver further savings.

The Covid lockdown significantly accelerated this programme and since lockdown was eased the Council has developed a model of hybrid working. This involves teams being in the office ranging from 1 day a week through to 5 days dependent upon their type of service and customer's needs. This has produced further savings with the vacation of Addenbrooke House and Wellington Civic Offices equating to around 4000 square meters. The Council's main accommodation is now concentrated in 3 main buildings Southwater One, Darby House and Granville House.

We are continuing to work with other public sector bodies around the One Public Estate Agenda. This has resulted in the letting of Wellington Civic Offices to the NHS.

## **5.0 Asset Details & Performance**

The Statement of Assets is found in Appendix 1.

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 Academies 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 bio mass boilers, increased insulation etc. this has been offset by increasing use of technology powered by electricity in buildings.

Similarly, space utilisation should further improve from current standards as Property Rationalisation continues.

## **Appendix 1 - Fixed Assets Utilised by the Council**

<b>Group/Category</b>	<b>OP / NON-OP / Other</b>	<b>Total Land Area</b>	<b>Total Value</b>
Allotment	Operational	11.8 Ha.	£0
Amenity Site - LAND	Operational	5.5 Ha.	£0
Assets Held For Sale - OP	Operational	0.5 Ha.	£0
Bus Station - LAND	Operational	0.7 Ha.	£0
Car Park - LAND	Operational	17.6 Ha.	£0
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.	£0
Community Centre - LAND	Operational	0.2 Ha.	£0
Community Centre - PIP	Operational	0.8 Ha.	£87,421
Day Centre - LAND	Operational	0.3 Ha.	£284,890
Elderly Persons Home - LAND	Operational	1.2 Ha.	£0
Group Home - LAND	Operational	0.3 Ha.	£10
Homeless Accommodation - LAND	Operational	0.9 Ha.	£34
Hostel - LAND	Operational	0.2 Ha.	£0
Telford Housing First - LAND	Operational	0.2 Ha.	£0
Ice Rink - LAND	Operational	1.0 Ha.	£0
Industrial Estates & Units - LAND	Operational	0.2 Ha.	£876,220
Industrial Estates & Units - Op	Operational	0.0 Ha.	£893,110
Leisure Centre - LAND	Operational	40.3 Ha.	£0
Library - LAND	Operational	0.5 Ha.	£0
Operational Offices - LAND	Operational	3.7 Ha.	£392,881
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	0.2 Ha.	£0
Registrars - LAND	Operational	0.1 Ha.	£0
Residential Home - LAND	Operational	0.7 Ha.	£193,000
Schools - Academy - LAND	Operational	67.1 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	48.1 Ha.	£2
Schools - Primary Foundation - LAND	Operational	1.1 Ha.	£0
Schools - Primary Trust - LAND	Operational	11.5 Ha.	£0
Schools - Primary VA - LAND	Operational	6.0 Ha.	£0
Schools - Primary VC - LAND	Operational	13.4 Ha.	£0
Schools - PRU - LAND	Operational	0.6 Ha.	£0
Schools - Secondary - LAND	Operational	11.6 Ha.	£0
Schools - Special - LAND	Operational	3.2 Ha.	£0

Schools - Special PFI - LAND	Operational	1.2 Ha.	£0
Ski Centre - LAND	Operational	0.5 Ha.	£0
Theatre - LAND	Operational	0.2 Ha.	£0
Traveller Site - LAND	Operational	7.2 Ha.	£0
Visitor Information Centre	Operational	0.0 Ha.	£0
Woodland	Operational	72.5 Ha.	£0
Car Park - PIP	Non-Op. Generally PIP	2.0 Ha.	£1,384,800
Depot - PIP	Non-Op. Generally PIP	1.7 Ha.	£788,982
Industrial Estates & Units - PIP	Non-Op. Generally PIP	48.4 Ha.	£74,063,888
Leased Out Property - PIP	Non-Op. Generally PIP	5.0 Ha.	£16,025,304
Leased Out Property - Non PIP	Non-Op. Generally PIP	15.7 Ha.	£1
Miscellaneous Ground Rents	Non-Op. Generally PIP	0.2 Ha.	£27,481
Miscellaneous Ground Rents - PIP	Non-Op. Generally PIP	1.8 Ha.	£370,261
Miscellaneous Sites - LAND	Non-Op. Generally PIP	81.0 Ha.	£0
Miscellaneous Sites - PIP	Non-Op. Generally PIP	29.9 Ha.	£1,089,930
Retail Unit - PIP	Non-Op. Generally PIP	4.2 Ha.	£23,658,923
Sites for Future Sale (>1 yr) - PIP	Non-Op. Generally PIP	39.8 Ha.	£3,767,371
Sites for Future Sale (>1yr) - LAND	Non-Op. Generally PIP	47.4 Ha.	£0
Golf Course	Assets Listed by Site Area	73.0 Ha.	£0
Land	Assets Listed by Site Area	28.8 Ha.	£0
Open Space	Assets Listed by Site Area	62.0 Ha.	£2,300
Other Land	Assets Listed by Site Area	56.3 Ha.	£8,409
Other Land - PIP	Assets Listed by Site Area	31.3 Ha.	£380,048
Park	Assets Listed by Site Area	199.5 Ha.	£0
Public Playing Field	Assets Listed by Site Area	53.0 Ha.	£3
Wildlife Park	Assets Listed by Site Area	22.6 Ha.	£0
Regeneration Site - LAND	Other	0.2 Ha.	£5,400,000
Deleted Asset	Other	47.5 Ha.	£0
Disposed Asset	Other	164.0 Ha.	£0
Merged Asset	Other	124.2 Ha.	£0

Total Records		1,538.41 Ha.	£129,695,270
Less: Disposed, Deleted & Merged Assets		336	0
<b>TOTAL ASSETS HELD:</b>		<b>1,202.64 Ha.</b>	<b>£129,695,270</b>

## **APPENDIX 2**

### **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 £23,064,833.

T&WC figure is split as follows:

School Property	£16,138,320
Operational Property	£6,926,513

Previous year comparisons

		<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Schools	P1-P3	£18,434,265	£18,182,752	£18,267,205	£17,112,347	£16,612,040	£16,138,320
Operational	P1-P3	£5,417,208	£5,680,437	£5,629,287	£5,177,048	£6,825,859	£6,926,513

School Condition Surveys do not include all the recent investment of circa £2.8m in 2023/24 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.