



# **Telford & Wrekin Council**

## **ANNEX III**

### **Corporate**

### **Asset Management Plan**

## **2019-2023**

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

The Telford and Wrekin Local Plan 2011 – 2031 was formally adopted on 11 January 2018. This Plan carries full weight in the consideration of planning applications and supersedes the Core Strategy (2007), the policies which were saved from the Wrekin Local Plan (2000), the Central Telford Area Action Plan (2011), the Shropshire and Telford & Wrekin Minerals Local Plan (2000) and the policies which were saved from the Shropshire and Telford & Wrekin Joint Structure Plan (2002).

The Plan has been the subject of two rounds of consultation and a public examination and has been found to be sound. Its social, environmental and economic impacts have been assessed through a sustainability appraisal.

The Telford & Wrekin Local Plan sets out the Council's vision and strategy for the physical planning of the Borough up to 2031. It sets ambitious goals for new homes and jobs for the Borough. It is pro-growth and pro-investment, consistent with the 'business-winning, business-supporting' values of the Council.

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

We are well placed to meet this challenge and teams and services such as Planning, Skills, Estates, Business Development, biT and apT have been co located to provide a seamless service to meet the growth agenda. This now provides a single point of contact for business, investors and developers from initial enquiry through identifying land/premises, supporting with the planning process to enabling the finished development. Over the last 12 months Enterprise Telford – the Council's investment brand has continued to successfully attract investment into both commercial and residential development. Described by the UK Department of International Trade (DiT) as *'the beating heart of foreign direct investment right now'* the Borough welcomed the single largest new overseas investment in the last 10 years to T54. Our ability to support and deliver growth is critical in terms of securing a more prosperous future for the borough with growth helping to reduce unemployment, raise wage levels, secure new and higher skilled local job opportunities, growth and security in the supply chain and new homes - all central to the Council's budget strategy and ongoing commitment to 'creating a better Borough'.

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 since 2016 which have been designed by the in-house team have been modelled in 3D using the latest 3D 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 2019/20 has been submitted to Cabinet for approval in February 2019. This programme is set in accordance with Service Priorities and Plans linked to Condition and Suitability 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**

Capital funding for corporate buildings is £700,000 and educational properties £934,000. 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.

In addition, there are a number of other miscellaneous assets, such as car parks, pumping stations etc., which are also in need of maintenance. In order to enable the most urgent works to be carried out, it is proposed to invest an additional £300,000 in 2019/20. As with buildings, this funding will need to be carefully prioritised. The allocation of this funding will be based on an assessment of risks (health and safety, environmental, financial etc.), asset condition and community impact/benefit. During 2019/20, further work will be done to assess the condition and value of this group of assets in order to determine funding requirements in future years.

## **Key issues addressed in finalising the 2019/20 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 are continually working 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. These savings are ongoing with further savings likely to be needed in coming years.

In order to deliver these further savings rationalisation programmes are under review including the potential to relocate the document storage facility outside of the Borough in a managed storage centre. This particular proposal will provide enhanced safety and security benefits in addition to a small revenue saving.

In the Social Care and Health sectors and working jointly with the One Public Estate agenda, we are continually investigating opportunities to co-locate office staff into community centres and doctors surgeries so that they will be more accessible to communities and consider opportunities for 'community hub' models. This should free up buildings for further savings. This has happened with the Substance Misuse Team which vacated Portico House in Wellington providing an annual saving of around £80,000.

In addition, there are a number of other miscellaneous assets, such as car parks, pumping stations etc. which are also in need of maintenance and areas of public realm e.g. Southwater which may require enhanced maintenance as the development is completed. In order to enable the most urgent works to be carried out, it is proposed to invest an additional £300,000 in 2019/20. As with buildings, this funding will need to be carefully prioritised. The allocation of this funding will be based on an assessment of risks (health and safety, environmental, financial etc.), asset condition and community impact/benefit. During 2019/20, further work will be done to assess the condition and value of this group of assets in order to determine funding requirements in future years.

## 5.0 Property - Recent Achievements and Planned Developments 2019/20

### Education

#### Achievements

##### Ladygrove Primary School, Dawley

Work has started on a £3.2million expansion at a Telford school to deliver new classrooms, a nursery extension and other improvements to meet an increased demand for places.

Shrewsbury-based Morris properties won the contract for Ladygrove Primary School in Old Office Road, Dawley, and is expected to complete the work by the end of June 2019. The project involves building a single storey block of five classrooms, a nursery extension with entrance area, a hall, toilets, and office space. The existing kitchen at the school will



also be removed and replaced with a much larger one. Externally there will be an enclosed

soft play area provided at the rear of the nursery. Additional car parking and paved areas will be created within newly landscaped grounds. The extension will replace two former demountable classrooms and is being built to accommodate the school's increased requirements of 150 extra pupil places – increasing the school's roll to nearly 500. Up to 13 new full-time jobs will be created as a result of the extension.

Councillor Shirley Reynolds, Telford & Wrekin Council's cabinet member for Education, Employment and Lifelong Learning, said: "Telford is the fastest growing town in the Midlands and inevitably this growth is leading to a rising population and consequent pressure on services and infrastructures.

"The demand for more school places is all part of that and this project to significantly enhance and extend the facilities at Ladygrove Primary will mean the school will have facilities for an extra 150 pupils."

### **Burton Borough Secondary School, Newport**

The £1.6 million scheme started in July 2018 and is due to complete for the start of the Autumn Term 2019. Awarded to Paveaways, it involves a new multi-use school hall to replace the original gym from the 1950s together with the creation of a new reception area and two class bases. The scheme is on budget and on time and will create a much needed new space for assemblies, dining, performing arts and exams.

#### Burton Borough Hall and Reception January 2019



## **Other School Projects**

In addition to the above projects, a number of major projects to improve school buildings have been completed over the last year. These include:

- Aqueduct Primary-Re Roof Hall
- Bratton Primary- Fire alarm replacement
- Hollinswood Primary-Infilling school courtyard, creation dining space
- Holmer Lake Primary-Replacement windows
- Millbrook Primary-Disability Discrimination Act works
- Tibberton Primary – Security fencing, electrical works
- Southall Primary – Security fencing
- St George’s Primary – Roof cladding
- Wrockwardine Wood Infants- Hall and class room window replacement, boiler replacement
- William Reynolds Primary-Boiler house refurbishment

## **Planned School Developments 2019-20**

- Apley Wood Primary - Boiler Replacement
- Donnington Wood CE Junior - Kitchen Gas Safety Works
- John Fletcher Primary - Kitchen Refurbishment and Gas Safety Works
- Millbrook Primary - Boiler House Refurbishment
- Newport Junior - Electrical Sub Mains and Cabling
- Teagues Bridge Primary - Toilet Refurbishment
- Wrekin View Primary - Kitchen Gas Safety Improvements
- Various Schools - Asbestos Removals - To undertake landlord responsibility asbestos removals within property assets. Although checks are undertaken annually it is proposed to undertake new Management Surveys (type 2) on all school properties. Where removals are required these will be prioritised using the Asbestos Management survey data.
- Various Schools - Data updates (to update the asset management data. This will include condition and suitability surveys and updated drawing/floor plans of buildings as and when upgrades are carried out).
- Various Schools - Emergency works / Access Works / Security Works - budget allocation for emergency works or where school security/access issues are identified. Examples are major boiler failures. This will ensure that schools are able to remain operational with minimum closures.

## **Leisure**

### **Achievements**

The Council’s leisure portfolio delivers significant income to the Council besides providing obvious health benefits to customers and residents. The maintenance and improvement of these properties is a major element of the work of the biT Team.

The expansion of the Wellington Leisure Centre facilities following the relocation of the Wellington Town Council into remodelled accommodation adjacent to Wellington Library was completed in January 2018. The expansion has allowed for the modernisation of the space for

better utilisation and improvement of the gym facilities available to the public. A second phase has seen the refurbishment of the spa facilities in the leisure centre.

### Madeley Ski Centre 4G All Weather Pitches



The new 3G pitch at Madeley comprises of an all-weather synthetic grass multi-function football and hockey pitch providing a 11 a-side football pitch, a 11 a-side hockey pitch and three 5/6 a-side football pitches with dividing nets. The pitch is approximately 71m wide x 106m long (7,526m<sup>2</sup>) and includes a spectator viewing area, fencing/gates and six 18m high bat friendly flood lights with mains electric supply, formation of earth bunds, drainage, footpaths, landscape and planting, cycle parking, maintenance access road to the pitch, UPS back up power supply to the flood lights, sports equipment (football and hockey goals, boot wiper and scrapers, corner flags, and signage) and CCTV. The works also included the construction of a new 57 space car park adjacent to the 3G pitch with street lights.

The project also included a single storey extension to the existing ski lodge providing 4 new changing rooms with toilets, disabled changing room, 2 referee changing rooms with toilets, store and cleaners room. The works also included the full refurbishment of the ski lodge to provide a Café go new kitchen and function room/bar.

At the Town Park the High Ropes climbing centre opened in the summer. This exciting facility includes a climbing wall and a series of wire walks between towers set in the trees. It has proved very popular with children and visitors to the park and complements the other activities available there.

### **Planned Leisure Developments 2019-20**

- Horsehay Village Golf Club – Refurbish Changing Rooms

- Oakengates Leisure Centre – Refurbish the studio
- Telford Ice Rink – Replacement Seating and refurbishment of the entrance foyer
- Shuker Field Pavilion – Car Park and pavilion improvements

## **Legacy/Partnership Developments**

### **Achievements**

#### **Anstice Memorial Hall, Madeley**

One of the largest and most prominent buildings in Madeley the hall had fell into disrepair and closed about 5 years ago. Owned by the Town Council, in partnership with Telford & Wrekin Council the feasibility of a scheme to re locate the library into the ground floor and refurbish the premises was developed in Spring 2018. A £1 million scheme to bring the whole building back into use including a lift to access the first floor was designed and subject to satisfactory tenders work is expected to start in February 2019.

#### **Anstice Memorial Hall**



## **50 Buildings Project**

As part of Telford's 50 anniversary celebrations the public were invited to vote for their favourite buildings in the Borough. The biT Team then scanned the buildings to provide a 3D model which was available on line for a virtual tour. Progress to date;

- 32 buildings scanned.
- 19 have been launched on the website and social media.
- 17.5k views of the tours so far.
- Successful engagement events including 3 'Be a Local Tourist' days and at a number of community events.
- Buildings scanned include: Sunnycroft National Trust, The Darby Building at the University of Wolverhampton, Gurdwara Hadley, a number of Community Centres, the Belfrey Arts Centre and Wellington Railway Station. Planned buildings include Telford United Football Ground and Telford Steam Railway.

## **Energy & Lighting**

### **Achievements**

Working with The Marches LEP we have developed a programme to replace existing lighting with LEDs when the business case offers a significant revenue saving. Capital contributions of up to 60% of the cost are available. Darby House one of the major Council offices had all lighting replaced in November 2018 with contractors using night and weekend working to minimise disruption. Other major buildings such as Wellington Leisure Centre and Offices, the Ice Rink and Tennis Centre are also at various stages of assessment prior to going out to tender.

### **Planned Energy & Lighting Developments 2019-20**

- Oakengates Leisure Centre - LED Track lighting
- Ice Rink – LED Lighting
- Wellington Civic Centre – LED Lighting

## **Housing**

### **Achievements**

Telford & Wrekin Council is delivering an ambitious growth agenda which has seen major investment in Telford in support of the Council's vision. The Council's wholly owned housing Company, Nuplace Ltd (limited by shares) develops, owns and maintains homes for Private Rent. Nuplace has seen the delivery of 290 units across 6 sites (Randlay, Woodlands, Matlock, Madeley, Hadley and Newport) to date. All of these sites are complete and are fully operational.

Construction on Snedshill Phase 1 is due to complete by April 2019 delivering an additional 39 units with all plots pre let.

Nuplace generates income for the Council from a variety of sources. Since 2015/16 Nuplace has generated cumulative net income for the Council of £2.07m. This is before Council Tax and New Homes Bonus. In addition Nuplace Limited has achieved a forecast profit before interest and tax of £1.5m since 2015/16.

The Housing Investment Programme has delivered the regeneration of 20 acres of brownfield land.

The Council established a Specialist Housing Project in 2018 to review the current and future housing needs for a range of vulnerable groups. This will report in 2019 making recommendations regarding what is required and what opportunities there maybe for the Council and Nuplace, as well as work with partners, to meet needs.

### Snedshill – Phase 1 (as of September 2018)



Plot 1



Plots 4&5



### **Planned Developments 2019/20**

Phase 3 of the programme will see a further 130 units across 3 sites delivered within the borough by Summer 2020. The sites include Snedshill Phase 1 (currently under construction) and two further sites at Snedshill (Phase 2) and land adjoining the former BRJ school site (both subject to planning).

## Property Investment Portfolio (PIP)

The Authority holds a number of individual sites for Investment, Regeneration and Economic Development purposes. Details of all assets and their values based on CIPFA valuation principles are contained in the Authority's Asset Register (see Section 7). The Council's PIP makes an important contribution to the Council's revenue budget, generating a consistent income stream which was in excess of £7.6m per annum in 17/18 to support front line services.

The Regeneration & Investments Team continued to achieve in 2018. Revenue income to the Council has increased with anticipated gross revenue for 2018/19 due to outturn in excess of the gross revenue target despite the continuing challenging market conditions within the secondary office sector where tenant demand remains low giving rise to costs associated with holding empty property including Business Rates.

Regeneration & Investments continued throughout 2018 to implement its active Property Disposal and Investment Programme. The programme is funded through both the proceeds from sales of lesser performing assets and capital made available through prudential borrowing (£50 million Growth Fund). Since the Growth Fund was established, over £44m has been identified for investment into Borough wide schemes supporting the generation of some 1000 new jobs and set to safeguard a further 250.

During 2018, investments have continued across all sectors, the most recent being the new 68 bed Travelodge at Southwater with ground floor retail unit. This opened in August 2018 delivering 15 new jobs and supporting the day and night time economy of Telford.

### Travelodge Opening – August 2018



Other investments have included the development at Hortonwood West (Leasowes Court) to build 15 speculative start up and incubation units. Phase 1 completed in December with tenants moving in shortly thereafter, with phase 2 due to complete in January 2019. Strong pre-lets were secured prior to completion with interests from all business sectors including food, automotive, engineering and crafts.

Starter/incubation scheme at Hortonwood West



Hortonwood West Starter Units - Build in Progress



Two speculative units of 1,700M2 and 3,000M2 are also under construction at T54, the Borough's prime employment land adjacent to the T54 with a strong connection to the automotive industry. Both units are due to complete in March 2019 with strong pre-let interest.



### Plots 3 & 5 T54

The Borough continues to attract unprecedented levels of investor interest from companies both within the EU and globally. The level of inquiry is now being further boosted by the selection by DiT of Ni Park, Newport, as a High Potential Opportunity pilot for agri-tech investment, meaning the site and wider Borough are being promoted as the UK's primary investment location for this sector. Ni Park will have a unique and strong offer as an international hub for innovation and technology associated with precision technology in agriculture. The proximity of Ni Park to Harper Adams, the UK's largest University specializing in agri-food and land based technology, will give businesses locating on the Park access to world leading research and development, a highly skilled workforce and a fantastic launch location to access European and global markets. The marketing and branding of Ni Park under the Enterprise Telford offer will provide a diversified investment opportunity for the Council to capitalize on and support inward investment and local job opportunities in Newport.

To support this opportunity, the Council submitted a hybrid planning application in July 2018 for 24 starter/incubation units and a wider masterplan for the remainder of the 10 hectare site with supporting highway infrastructure. Planning consent was secured for the first phase of development in December 2018 which will be retained within the Council's PIP.

## Indicative Visuals of NiPark, Newport



### **Key Achievements of the Investment Portfolio in 2018**

- Increased gross revenue income by over £1million
- Continued assistance to customers via stepped rents, payment arrangements, and re-gearing of leases. This helped ensure achievement of the income target, and safeguarded jobs within the Borough
- Continued use of High Court enforcement, which has resulted in the recovery of difficult long standing debts
- Continued to achieve a consistently low void rate of 3.00% across the portfolio, and improved the process to reduce the liability for Empty Property Rates
- Continued to utilise online marketing tools including Zoopla, CoStar and the Estates & Investments website for online enquiries.
- Effectively managed the repair and maintenance budgets ensuring expenditure is below approved levels

### **Plans and Developments 2019**

- Achieve the Investment Portfolio income target whilst continuing to be proactive in assisting local businesses
- Bring forward new developments utilising the growth fund including the planned developments at Ni-Park and Stafford Park.
- Continue to reduce the number of tenants who occupy by way of a licence by negotiating the grant of new leases, securing income for longer periods of time and increasing the investment value of assets held
- Continue the use of conditional break options linked to repayment of rent free incentives, surrender premiums, rent deposits and guarantees in return for lease flexibility
- Continue to reduce levels of current and former tenant debt and investigate alternative means of debt recovery

- Set and effectively manage repair and maintenance budgets for assets, ensuring expenditure continues to be below approved levels
- Set and effectively manage service charge budgets for multi-level premises and estates.
- Release the new Estates & Investments website, jointly promoting Enterprise Telford.
- Continue to implement the Property Disposal Programme, reinvesting in assets capable of delivering revenue and capital growth, have reduced liabilities, ensuring the long term sustainability of the PIP
- Continue to explore potential development and investment opportunities presented via The Land Deal held with Homes England
- Increase revenue earning occupancy levels at The Business Development Centre to 90%
- Development of new properties capable of achieving the highest possible energy rating and conforming to national policies regarding sustainability and energy performance
- Work with the Inward Investment & Business Support Teams to target specific sectors to help reduce voids in offices
- Continue to work closely with Inward Investment colleagues to support the Enterprise Telford offer
- Continue to review the Council's exposure to investment risk in a changing investment market.
- Working with Health and Social Care to support OPE opportunities with partners to support cost improvement and improved community health/social care outcomes.
- Maintaining the quality of key assets such as Southwater – a key attraction to the Borough.

## **Land Strategy**

### **TWC Land Assets**

The Land Assets held by the Authority within the Asset Register are defined as playing fields, public open space, amenity land, woodland, paddocks etc. and amount to some 300 hectares (Ha). Specifically, the area excludes the site area of built Operational and Non-Operational Assets (which extends to some 700Ha). The aim of the Land Strategy, undertaken in 2010 and approved by Cabinet in 2012, was to undertake a detailed appraisal of each individual land asset by collating information from a number of sources into a single database.

The information obtained for each site includes:-

Site Description

Site Area

Existing Use

Suitability for disposal

Potential for alternative use

Legal issues

Planning issues

Engineering information  
Regeneration considerations

For specific issues such as Planning, regard was made to the adopted Local Development Framework and the sites current land allocation, together with a view on future development potential. The information collated has been used to categorise each Land Asset. A traffic light system of categorising has been adopted as follows:

|       |                                                                                                                                                              |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Red   | Land suitable for disposal                                                                                                                                   |
| Amber | Land that may be suitable for disposal will require further investigations before a recommendation is made e.g. Engineering study, Planning Application etc. |
| Green | Land to be retained                                                                                                                                          |

Cabinet approval was granted for the disposal of all assets identified as “red” and to date, all but 6 have been sold, generating a capital receipt of £193,200 for the Authority.

The Land Strategy identified a number of “Amber Sites” that could be suitable for disposal but where further studies/investigations are required before the assets can be sold e.g. engineering studies, ecological surveys, planning applications etc. A programme has been established to investigate these Amber Sites. These sites are being reviewed on a rolling programme with currently an additional thirteen sites being identified for disposal.

Assets categorised as Green (land to be retained) are continually reviewed to ensure that where criteria/circumstances have changed the site’s development /disposal can come forward.

The Land Strategy, Operational Property Strategy and PIP Strategy all connect and form the approach to Asset Management within Telford.

### **Management of Homes England Assets**

The Telford Land Deal was signed in March 2016 which formalised a legal agreement between the parties that puts TWC in charge of a range of activities that support the delivery of Homes England sites within the Borough including marketing, disposals planning applications and infrastructure investment. The management and programming the disposal of Homes England Assets is a significant opportunity to shape how the Borough is developed in line with the localism agenda and to support the new role Homes England have as a facilitator and enabler of development. It has provided the opportunity for the Council to take a proactive approach in promoting the opportunities in Telford and to support the Councils wider agenda of growth within the Borough.

Since the Deal was established, gross land sales of approximately £25.1m have been secured, enabling the delivery of 614 new homes and over 953 new jobs. Over the past 12 months (17/18) through the Deal, gross land sales of approximately £17.9m have been secured enabling the delivery of 359 new homes and 553 new jobs.

Amongst the most high profile investment is Magna International’s new plant at T54. This alone is set to deliver over 600 jobs over 2 phases and represents the most state of the art lightweight automotive body parts manufacturing plant in Europe. Further high profile investments include Polytec’s new manufacturing plant at T54 set to deliver 243 new jobs over 3 phases and the sale of land to Maiden’s of Telford at Donnington to create additional storage and a warehouse distribution centre of 2323sqm (25,000sqft) at their current premises.

Construction works on these new developments are benefitting local companies and new investors are stimulating further growth in the supply chain.

The programmed release of Homes England assets is made available through the Homes England website and E&I marketing platforms.

The day to day asset management of Homes England land has been retained by their Estates Team.

## **7.0 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 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

### 1. Operational Property Assets

#### 1.1 Operational Property

| <b>Category</b>                                        | <b>Quantity</b> | <b>Total Values</b>  |
|--------------------------------------------------------|-----------------|----------------------|
| Academies                                              | 12              | £4,456,382           |
| Bus Stations                                           | 3               | £459,000             |
| Cemeteries                                             | 3               | Nominal value        |
| Changing Rooms & Pavilions                             | 11              | £1,210,000           |
| Community Centres                                      | 1               | £361,000             |
| Children's Centres & Nurseries                         | 3               | £2,130,000           |
| Day Centres                                            | 2               | £2,102,000           |
| Golf Course                                            | 1               | £2,010,000           |
| Hostels/Homeless Accom/Residential Homes/Refugee Accom | 75              | £4,677,158           |
| Ice Rink                                               | 1               | £3,952,000           |
| Industrial Estates and Units – Operational (non PIP)   | 1               | £278,000             |
| Leisure Centres                                        | 8               | £21,466,000          |
| Libraries                                              | 8               | £8,469,000           |
| Operational Offices                                    | 7               | £10,082,000          |
| Outdoor Activity Centre                                | 1               | £942,000             |
| Primary Schools (Maintained/Foundation/VC/VA)          | 49              | £110,618,000         |
| Public Conveniences                                    | 3               | £131,000             |
| Pupil Referral Units                                   | 3               | £1,024,000           |
| Registrars                                             | 1               | £881,000             |
| Secondary Schools (Maintained/Foundation/VA)           | 4               | £68,853,000          |
| Ski Centre                                             | 1               | £337,000             |
| Special Schools                                        | 2               | £5,658,000           |
| Theatres                                               | 1               | £2,003,000           |
| Travellers' Sites                                      | 3               | £2,061,000           |
| Visitor Information Centre                             | 1               | £788,000             |
| Youth Projects                                         | 1               | £11,000              |
| <b>TOTAL</b>                                           | <b>206</b>      | <b>£ 254,959,540</b> |

#### 1.2 Operational Property Leased in from Property Investment Portfolio

| <b>Category</b>                    | <b>Quantity</b> | <b>Total Values</b> |
|------------------------------------|-----------------|---------------------|
| Industrial Estates and Units (PIP) | 5               | £725,000            |
| Offices                            | 2               | £294,000            |
| Training / Day Centre              | 1               | £222,000            |
| <b>TOTAL</b>                       | <b>8</b>        | <b>£1,241,000</b>   |

#### 1.3 Operational Property Leased in from Private Sector

| <b>Category</b>    | <b>Quantity</b> |  |
|--------------------|-----------------|--|
| PFI Academy        | 2               |  |
| PFI Special School | 1               |  |
| Offices            | 1               |  |

|              |          |  |
|--------------|----------|--|
| <b>TOTAL</b> | <b>3</b> |  |
|--------------|----------|--|

## **2. Other Property Assets**

### **2.1 Property Investment Portfolio (PIP)**

| <b>Category</b> | <b>Quantity</b> | <b>Total Values</b> |
|-----------------|-----------------|---------------------|
| Depot           | 1               | £1,460,000          |
| Industrial      | 40              | £49,693,000         |
| Offices         | 27              | £16,540,000         |
| Retail          | 30              | £18,667,000         |
| Smallholdings   | 1               | £165,000            |
| <b>TOTAL</b>    | <b>99</b>       | <b>£86,525,000</b>  |

### **2.2 Other Miscellaneous Sites and Property**

| <b>Category</b>                   | <b>Quantity</b> |  |
|-----------------------------------|-----------------|--|
| Allotments                        | 10              |  |
| Amenity Sites                     | 3               |  |
| Assets held for sale              | 49              |  |
| Assets Under Construction         | 5               |  |
| Car Parks                         | 31              |  |
| Community Centres - leased out    | 9               |  |
| Leased out property – non PiP     | 25              |  |
| Miscellaneous Sites               | 119             |  |
| Open Space and Recreational Areas | 179             |  |
| Regeneration Sites                | 2               |  |

## **APPENDIX 2**

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

Telford & Wrekin Property Performance Indicators for 2018.

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 £23,851,473.

T&WC figure is split as follows:

|                      |             |
|----------------------|-------------|
| School Property      | £18,434,265 |
| Operational Property | £5,417,208  |

Previous year comparisons

|             |       | <b>2013</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> |
|-------------|-------|-------------|-------------|-------------|-------------|-------------|-------------|
| Schools     | P1-P3 | £24,617,893 | £21,529,991 | £18,939,529 | £17,144,675 | £18,719,548 | £18,434,265 |
| Operational | P1-P3 | £8,369,886  | £7,480,279  | £6,806,221  | £5,852,620  | £5,700,431  | £5,417,208  |

The condition liability for operational buildings has reduced due to the ongoing reduction in the number of properties directly operated by the Council, i.e. community centres, along with the overall reduction in office accommodation by 34% in recent years. The figures here include estimates for new buildings which have been acquired and do not currently have condition surveys – these will be undertaken during the normal condition update rolling programme.

School Condition Surveys do not include all the recent investment of circa £1.5m in 2018/19 until the 2019 surveys have been completed. Surveys will continue to be rolled out over the following year and will reflect this investment in future updates.