

Strategic Asset Plan (Asset Policy)

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Purpose and Background

Purpose

- The existing 2018-2023 Strategic Asset Plan is due to be reviewed and updated to reflect the Council's current and future asset portfolio and the associated management of such.
- Given the majority of the existing Strategic Asset Plan still applies, the Council is able to continue to utilise this document whilst undertaking work to tailor a new strategy. This will be completed by the end of 2024.
- An Asset Policy has been developed which will be used to guide the creation of the new Strategy and Action Plan that in totality will become the Strategic Asset Plan.

Background

- The Wolverhampton approach was to create a Strategic Asset Plan every five years comprising of an:
 - Asset Policy – Outlining the strategic areas assets will consider when managing the estate and the aims and aspirations of Asset service
 - Asset Strategy – A detailed breakdown of what are the areas of focus, what the data is telling us and what we are seeking to achieve
 - Action Plan that gives an overview of the elements of work and timeframe
- City Assets are currently undertaking a large data review looking at all assets, considering their usefulness to deliver service outcomes, their running and maintenance costs, the building age and what opportunities the assets can provide for the organisation.
- The work will enable a new Strategic Asset Plan to be created that allows us to understand and meet the future needs of the organisation and services whilst creating a Medium Term Financial Strategy Assets efficiency plan through the reduction of future running and maintenance costs and potentially generating capital receipts.
- The Asset Policy is the first phase of producing a Strategic Asset Plan and has been created working initially with CIPFA who supported the Council to develop the previous Strategic Asset Plan. Engagement of service representatives has been undertaken and the document has been shared and discussed with Service Directors

Our mission is to provide a land and property asset portfolio which....

Is managed corporately to support the Council's six priorities

- To adopt a 'Corporate Landlord' approach and plan and manage property as a corporate resource

Ensures value for money

- To manage and maintain property effectively and efficiently together with optimising financial return where appropriate

Demonstrates our commitment in the drive to make the City of Wolverhampton Council's activities carbon-neutral by 2028

- To safeguard future generations and help them succeed

Provides the right assets, fit for purpose, in the right place both now and in the future

- To regularly challenge our estate to ensure our facilities are in the right place with good design, meeting current need and ready to support future service delivery

Supports a thriving economy in all parts of the city

- To use land and buildings in support of our vision to be an enterprising, working, inclusive, vibrant and future city

Promotes community empowerment and proactive working with partners for the benefit of our city

- To promote joint working with other public sector organisations, businesses and communities to 'co-produce' sustainable solutions to local issues, creating capacity, sustainability and resilience

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- To adopt a 'Corporate Landlord' approach and plan and manage property as a corporate resource

Behaviours

- We will challenge and make decisions on land and building asset matters at a corporate level in line with our Council's six priorities
- We will take account of service needs and balance these against our overall corporate priorities
- We will manage land and building asset budgets centrally to prioritise key investment needs and consider property alongside other resources
- We will work to ensure that land and building asset information is accurate, current and comprehensive so that we can make informed choices
- We will ensure land and building assets are integrated with other resource planning and is managed to support our vision for inclusion, equality and fairness within the city
- We will manage Capital Projects efficiently and effectively and prioritised to support the Council's priorities

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Behaviours

- We will seek to deliver value for money by ensuring that land and building assets are suitably managed and maintained within budget constraints
- We will challenge the cost of land and building asset activities through effective contract management
- We will challenge our use of assets where appropriate including options for disposal, acquisition and optimising space for third party demand and income generation
- We will seek efficiencies in occupancy and utilisation and introduce new ways of working and alternative service delivery models where appropriate
- We will prioritise our capital expenditure to support our corporate objectives and manage our capital projects as efficiently and effectively as possible

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- To safeguard future generations and help them succeed

Behaviours

- We will undertake full energy surveys across the council estate to inform the Asset Strategy and the energy efficiency retrofit programmes
- All future corporate schemes will, where possible, be delivered to maximum energy efficiency performance rating (EPC) with ambition to be Zero Carbon where practical
- We will reduce energy consumption and utilise renewable energy sources to power all council buildings
- We will encourage and monitor responsible environmental performance by our suppliers and contractors
- We will work with our partners to reach our common goals on climate change
- We will use our land and property assets where possible in supporting the development of an electric vehicle infrastructure across the city
- We will use our estate to support the council's development of key programmes that support the council's environmental ambitions such as the roll-out of smart technology across the city to reduce energy use and supporting community groups to deliver 'green' projects

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Provides the right assets, fit for purpose, in the right place both now and in the future

- To challenge, rationalise and invest in our estate to ensure our facilities are in the right place with good design, meeting current need and ready to support future service delivery

Behaviours

- We will regularly review our land and property assets to challenge, rationalise and invest in the estate
- We will work with service areas to understand their current and longer-term requirements responding to alternative service delivery models specifically utilising modern technology to maximise efficiencies and flexibility
- We will work to provide land and property assets that are flexible and resilient to respond to future service need, the customer, changes in the economy and social demand
- We will promote a high-quality physical environment, seeking to create and sustain high quality town centres and rural spaces, supporting and promoting independence and wellbeing within our communities
- We will prioritise expenditure to make our land and property assets suitable and sufficient for service delivery and to support our vision for inclusion, equality and fairness within the city
- We will adopt a locality-based approach to planning our service delivery and community shaping
- We will ensure our land and property assets are secure and safe to use fulfilling statutory requirements that supports the health and wellbeing of our employees

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Behaviours

- We will use our land and property assets to stimulate and support regeneration and attract investment
- We will identify potential sites which could be brought forward for increased housing supply and/or employment development
- We will utilise our land and property assets to provide infrastructure e.g. flexible workspaces to support new business start ups
- We will carefully manage our commercial portfolio effectively balancing regeneration needs, job creation and income generation
- We will support growth sectors including advanced manufacturing, building tech, business & professional services, creative tech and the knowledge economy

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- To promote joint working with other public sector organisations, businesses and communities to 'co-produce' sustainable solutions to local issues, creating capacity, sustainability and resilience

Behaviours

- We will work with other agencies/partners to promote co-location and joint service delivery through locality-based/community hubs
- We will engage with community organisations, third sector bodies and anchor institutions to optimise the use of assets providing opportunities and creating capacity for utilisation, occupation or purchase subject to robust business case development and suitable outcomes
- We are committed to working with the NHS and other partners in realising our ambition to improve the health and social care system within our area
- We will support the one public estate programme