

Asset Management Board Relighting Our Council – Assets Workstream Update

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Purpose of Today

- Update on the Relighting Our Council Assets Workstream
- Themed Based Planning
 - Asset Review
 - Future of the Retained Estate
 - Workplace Strategy, including community benefits

Asset Review – The How

- 1900 land and building assets – [Property and land ownership | City Of Wolverhampton Council](#)
- Asset reviews are conducted based on the following consistent set of criteria (baseline KPIs):
 - liabilities, running costs, statutory compliance, energy consumption, sustainability, income
- The four options which are considered for the future of individual assets are
 - Retention (inc Investment)
 - Community Asset Transfer / Community use
 - Disposal - Capital Receipt
 - Commercialisation

Asset Review – Outcomes/Successes

- Review of Office Portfolio - 12 buildings → 4 + 1
- Optimisation of Civic Centre – Occupation by Clinical Commissioning Group on a 10 year lease. Potential for further co-location opportunities with partners
- Review of Community Centres – retain and utilise more efficiently e.g.
 - Lower Bradley – redevelopment for a new community and health care facility
 - Proposed community asset transfer of All Saints Community Centre

Asset Review – Outcomes/Successes

- Review of Families Services assets in progress
 - Strengthening Families Hubs to be used as touchdown points by wider Families Services
 - Whitmore Reans – maximising utilisation of the building – lease of Ground floor to adjoining special school and retain upper floor for Families service
 - Feasibilities for the creation of family and health facilities e.g. Oxley and Bilston
- Review of Depots – Wholesale Market, Culwell Street and Hickman Avenue

Asset Review – Outcomes/Successes

- Reviewing void or surplus educational assets for redevelopment (Wednesfield Village Primary School being redeveloped by DfE)
- Exploring options for rationalisation and reinvestment into the educational estate i.e. caretakers houses repurposed to education resource bases
- Statutory land transfers with the Diocese
- Disposal Programme – Achieved £4.2m in 2020-21 and £2.4m in 2021-22. Estimated capital receipts for 2022-23 is £1.4m
- Deputy Director Assets appointment to lead and drive City Assets forward and embed Assets workstream as Business as Usual

Asset Review – What's Next

- Identify further opportunities for efficiency / rationalisation / repurposing of the wider estate
- Capture accrued financial benefits for future reporting
- Undertake a review on the Commercial Portfolio
 - invest vs divestment
- Consistent management of the retained estate via Deputy Director Assets
 - Build on the good foundation already delivered to date
 - Review City Asset's structure to provide efficient service delivery and to ensure the Council has a fit for purpose portfolio
 - To review and refresh the Strategic Asset Plan 2018-2023 including an updated Action Plan for 2022-2023

Future of the Retained Estate

- Optimise and maximise the use of the retained estate e.g Civic Centre (CCG).
- Explore further opportunities to collaborate / co-locate with partners
- Utilise assets to meet both operational and community needs
 - e.g. Library use by Voluntary and Community Sector
- Invest in the commercial estate to maximise occupancy rates and generate additional income
- Generate a flexible estate for the future

Future of the Retained Estate

- Consider investment requirements to ensure the portfolio remains sustainable to meet the current and future needs for the City
- Place Based Planning – asset mapping, data management
- Exploring opportunities for meanwhile use of assets pending disposals or regeneration initiatives
- Initiate Community Asset transfers where viable

Community Benefits

- Benefits to the community of transferring an asset to a community or voluntary group
 - New Community Asset Transfer Strategy developed and adopted in 2020 – [Community Asset Transfer | City Of Wolverhampton Council](#)
 - Community Asset Transfers support community empowerment by ensuring that land, buildings or services are retained or transformed and can continue to be of benefit for the public through community ownership and management
 - Where public assets are made available, it can assist both communities and local leaders improve the local area and the Council recognises that with the appropriate support, these community lead initiatives can achieve better outcomes through providing a perspective that the Council may not be able to develop itself

Community Benefits – Recent Examples

- Completed – based on investment and community benefits
 - Compton Youth Centre - Windmill Community Church - 99 year lease at peppercorn rent
 - Scotlands Adventure Playground – Big Venture – 25 year lease at peppercorn rent
 - Park Village Youth and Media Centre - Aladdin's Education - Completed conversion of commercial lease to profit rent based on community benefits
- Community Redevelopments
 - Lower Bradley Community Centre – disposal to incumbent GP practice for new build health and community centre
 - Approved by Cabinet (Resources) Panel in December 2021
 - Detailed surveys scheduled and Heads of Terms for disposal in progress

Community Benefits – Recent Examples

- In Progress
 - Low Hill Youth Resource Centre - Bushbury Hill Estates Management Board
 - With Legal due to complete by March 2022
 - Gatis Street Community Hub - Acts of Random Caring
 - With Legal due to complete by March 2022
 - Goldthorn Hill Allotments - Pumping Station Allotment Association
 - Competed 2 year licence with main lease due to complete March 2022
 - Former Tettenhall Railway Station Goods Depot - Tettenhall Transport Heritage Centre
 - Due to be submitted to Cabinet (Resources) Panel in February for approval
 - Burdett House - Access to Business
 - Heads of Terms issued
 - Bilston Town FC and adjacent Land - Bilston Town FC
 - Expression of interest received and currently assisting with site surveys to allow business case to be presented

Workplace Strategy

- Workplace strategy is a blueprint that sets out how to get the most from people, technology, and places whilst tuned into Council objectives
- Workplace strategy leads to effectiveness and efficiencies in the workplace:
 - Reduces real estate and facilities costs
 - Improves work performance
 - Increases organisation agility and flexibility
 - Improves communication and collaboration
 - Increases creativity and innovation
 - Increases employee satisfaction
 - Improves brand image and culture identity
 - Attracts and retain best talent
 - Reduces environmental impact
 - Improves performance

Workplace Strategy

- As part of the City Assets review, ensure we have the right people who are in the right positions to ensure that any barriers to change can be addressed efficiently
- Ensuring all operational facilities are considered within the review of Workplace Strategy
- Providing easily accessible touch down and collaboration space (of a consistent standard/quality) across the portfolio, throughout the City, to support the agile approach to working
- Ensuring regular reviews take place with service teams to ensure the portfolio continues to meet their needs
- Ensure buildings are optimised and flexible to adapt to change
- Optimisation of the Civic Centre - agile desks, collaboration spaces, meeting rooms, service allocated areas e.g. IT, car parking, customer services, exploring co-location opportunities with additional partners

Summary

- Approach remains one of engagement and co-production
- Review the portfolio ensuring we continue to meet the needs of the city and is in line with our development workplace strategy
- Utilise place based planning/mapping to ensure assets are in the right location for delivering services to our residents and local communities
- Ensure the portfolio is optimised, maximised, adaptable, sustainable, well maintained, challenged, flexible and statutory compliant
- Create stronger and more sustainable communities
- Ensure the Civic Centre as our HQ, provides a City Centre venue for our employees, customers and communities and delivers a fit for purpose working environment
- Develop working relationships/collaboration with key partners

Questions