

Asset Strategy 2025 - 2030

(Revised 2025)

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Author:	Andy Kehoe Interim Assistant Director Property and Investment, Regeneration and Place Directorate – andrewkehoe@wirral.gov.uk
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Introduction

Since the introduction of the Asset Strategy in 2022, the Council has continued to experience unprecedented growth in demand for its services. This, coupled with ongoing national economic pressures has had a significant impact upon the Council.

It is recognised that the long-term success of the Borough as an attractive place to live, visit and invest is inextricably linked to creating a stable financial framework, within which the Council can develop its service improvement and investment plans.

Securing financial stability is the most significant priority facing the Council, so there is a need to ensure its business model is focused on providing maximum value for money while delivering meaningful impact for the benefit of those who live and work in the Borough. This will be achieved by:

- Effectively managing our finances to afford the required investment in the future.
- Supporting and equipping our workforce to be agile and customer focused.
- Maximising the use of IT and technology to create efficiencies that enable greater investment in those with the greatest needs.
- Consolidating our assets to reduce our overheads and improve service integration through co-location.
- Putting the customer first in all our service planning.
- Learning from our customers' lived experience.
- Enabling people and communities to be as independent and resilient as possible.

The Asset Strategy must respond to the fiscal challenge the Council faces and we will use our extensive knowledge of the Council's estate to explore improved ways in which to deliver services from our land and property assets.

Set alongside this challenging environment for the Council, as part of the current Asset Strategy the Council has also instigated the work needed to deliver the Corporate Landlord Model (CLM). This has scrutinised the way the Council manages its assets. Although in its early phases the CLM work has given the Council a better understanding of the condition of its portfolio of assets, where services are delivered from and the layers of responsibilities for the management and operation of the Council's assets. This work is a significant change for the Council and over time will see significant changes to the way the Council uses its assets to deliver its services.

This Strategy is one of five strategies that shape the Council's operating model:

- **Asset Strategy**
- Customer Experience Strategy
- IT/Digital Strategy
- Medium Term Financial Strategy
- People Strategy

These five key strategies of the Council work alongside a wide range of legislation, directives and Council policies and plans, that enable the Council to function effectively and support consistent delivery of the Asset Strategy.

Strategic Context

It is important that the Council has an up-to-date Asset Strategy, to ensure that it can use and manage its assets efficiently and effectively and take decisions in a strategic context. The current Asset Strategy was agreed in 2022 and provided a framework for managing assets in a consistent way, building on the work of the 2016 Asset Strategy. A scheduled action from 2022 was to update the strategy following a two-year period. This has proven to be timely given the pace of change and pressures faced by the Council in this period.

There have been several developments in the last two years that affect the Council's Land and Property portfolio:

- The Council faces significant financial pressure. In year a significant adverse out turn is being forecast. Although mitigating actions are being progressed, the position remains challenging for the Council. It was also reported that Council officers were in contact with the Ministry of Housing, Communities and Local Government (MHCLG) to identify options for financial sustainability and potential short-term measures to address the issue.
- The Council has agreed to a five year disposal programme to support a capitalisation directive from Central Government which was accepted by the Council. Good progress has been made to date on releasing surplus and underperforming assets from the estate which generates essential capital receipts and reduces revenue expenditure.
- A new brownfield first local plan, with ambitious regeneration proposals is due to be approved. In support and aligned to this plan, the Council is delivering regeneration of the Borough, enabled in part using the Council's land and property portfolio.
- Decisions around Wirral Waters have also been a part of the development of the Council's asset portfolio, principally the delivery of Millar's Quay, a significant residential development.
- The Council has acquired the Grange and Pyramids Shopping Centre in Birkenhead, creating a significant opportunity to shape the regeneration of the centre of Birkenhead in a strategic way. A good example of the emerging opportunities this affords the Council is provision for a new market, which can be delivered within the means available to the Council.
- The Birkenhead Commercial District is one of eight flagship projects forming the Birkenhead 2040 framework and has progressed at pace. The Council has moved much of its workforce into the Mallory building, consolidating back-office functions while delivering significant footfall in the Town Centre. Plans to let the balance of the space is underway.
- Wallasey Town Hall is being re-occupied to accommodate Democratic Service functions and customer accessed services. This, coupled with improvements in IT and hybrid ways of working informs the future office accommodation strategy and associated arrangements.

- A comprehensive programme of demolitions has commenced to prepare sites for their future economic use, including the Wallasey Town Hall Annexe sites.
- The Council continues to respond to its declaration in 2019 of an environment and climate emergency. The resulting Environment and Climate Emergency Policy committed the whole organisation to action, to achieve 'net zero' emissions by 2030. This has a direct impact on how the Council treats and considers its assets. Shifting away from fossil fuels will, in the long term, see the Council benefit from improved energy security and has the possibility to deliver future cost savings
- The Council has commenced implementation of a Corporate Landlord Model (CLM), which has provided improved clarity on the condition, management responsibilities and health and safety in our buildings. Importantly, it informs how fit for purpose the Council's land and property assets are in supporting delivery of our Services.

Given the challenging landscape in which the Council is operating, it is appropriate that this strategy be reviewed every two years; to ensure it remains pertinent and is focused on the Council's highest priorities.

At its core, the ethos of the Asset Strategy is building resilience, wherever possible, into everything we do - to ensure we have the tools to reorient ourselves, continue to pursue our purpose and fulfil our responsibilities despite the influence of external forces whether they be environmental or economic.

Description of the Estate

This strategy sets out the framework for managing and transacting our varied and substantial property estate which consists of Operational, Community, Non-Operational and Investment assets. These are defined as:

Operational Assets directly support delivery of our services such as our Schools, Children's Centres, Community Centres, Offices, Civic Centres and Libraries, Coastguard Stations, Leisure and Recreation Centres, Museums, Theatres and Youth Clubs. Other assets indirectly support delivery of these key services such as Car Parks, Storage Facilities, Salt Barns, Garages and Depots.

Community Assets are managed and maintained to support the recreational, cultural and social well-being of the area. This includes an abundance of Public Open Space, Parks, Playing Fields and Playgrounds, Lakes and Golf Courses.

Non-Operational and Investment Assets which comprises income producing, commercially let properties used to support our revenue funding requirements or assets held to provide a return on investment.

The table below describes by Category and Asset Type, the number of land and property assets owned or operated by the Council. These categories of assets are how they are recorded on the Council's systems.

Operational Assets	
Asset Type	Number of Assets
Archive Facility	1
Car Park	69
Cemetery	9
Children's Centre	4
Children's Home	1
Clocks & Clock Towers	2
Coastguard Station	1
Civic Centre	1
Community Centres	5
Day Centre	7
Depot	5
Emergency Accommodation	11
External Storage	1
Leisure and Recreation Centres	6
Library	9
Market	1
Museums	2
Office	13
Performing Arts Centre	1
Public Convenience	2
Social Housing Property	46
Sports Ground	1
Schools	58
Theatres	1
Youth Clubs	3
Workshop	1
Total Number of Assets	261

Non-Operational & Investment Assets	
Asset Type	Number of Assets
Income Generating & Investment	401
Surplus Property	19
Total Number of Assets	420

Community Assets	
Asset Type	Number of Assets
Allotment	37
Amenity, Incidental, Public & Recreational Open Space (including Foreshore, Heathland, Sand Dunes & Woodland)	309
Boating Lake	1
Bowling Greens (not incorporated in a larger site)	2
Coastal, Country, District & Local Park	58
Games Area	9
Golf Course	3
Marine Lake	2
Model Yacht Lake	2
Nature Reserve	6
Playground	26
Playing Field	22
Public Garden	3
Recreation Ground	11
Skateboard Park	1
War Memorial	13
Total Number of Assets	505

The Implementation of Corporate Landlord Model has identified the overall poor condition of the Council's property estate. Significant investment would be required if the Council were to retain the estate at its current scale. Given the financial challenges and the risk associated with an increasingly dilapidated estate, it makes sense to retain assets only where it is necessary to do so.

Working Together

The 2022 Asset Strategy emphasised the importance of collaborating with partners, in realising the value from our collective assets - whether that be catalysing major service transformation such as health and social care integration; unlocking land for new homes and commercial space; creating new opportunities to save on running

costs; to generate income and capital receipts. It also is recognised that partners can have different requirements, processes and time lines to achieve their corporate objectives.

The Council is actively engaged in the One Public Estate (OPE) which is an established national programme delivered by the Office of Government Property (OGP) within the Cabinet Office and the Local Government Association (LGA). OPE is about creating economic growth (new homes and jobs), delivering more integrated, customer-focused services and generating efficiencies.

This updated strategy recognises the need to continue the collaboration with partner organisations; to enhance our collective understanding of public service delivery and estate requirements, with a joined-up approach to strategic planning.

This approach is now critical, as all Council partners face similar fiscal pressure and increased demand for services. The implementation of the Corporate Landlord model will improve the way in which the Council's property is managed and will create opportunities to transform the estate into one that is fit for purpose into the future. Dialogue with our partners is essential to ensuring that our collective services and the buildings from which they are delivered, are shaped around the needs of our residents.

Statutory Requirements

There is a strategic need to consider the statutory requirements for holding land and property, in large part to ensure that decisions relating to assets are taken in a compliant way.

Decision Making

The Asset Strategy directs that all property decisions comply with relevant legislation and the Council's wide objectives and commitments, as defined in the Wirral Plan 2021 – 2026, in that the estate is used to best effect to enable residents to have:

- **Safe and Pleasant Communities**
- **A Sustainable Environment**
- **An Inclusive Economy**
- **Brighter Futures**
- **Active and Healthy Lives**

The Asset Strategy supports delivery of the Medium-Term Financial Plan and the annual budget setting process and ensures compliance with our Capital and Investment Strategies.

The Asset and Capital Strategies are inextricably linked and it is vital that our capital programme complement Asset Strategy planning. The Re-Instatement of a Corporate Property Board (CPB) in 2022, comprised of strategic asset and service leads, reflects the importance and recognition of making the best use of our physical resources.

This approach engages services to be integrated into the development of proposals on land and property, enabling more rounded and transparent officer proposals to be put to decision takers and is building a solid foundation for strategic asset management.

Capital Strategy	<ul style="list-style-type: none"> • Service needs over the longer term • Existing assets • Gap Analysis • Affordability
Asset Strategy	<ul style="list-style-type: none"> • Current asset base • Maintenance & investment needs • Asset utilisation • Future investment requirements
Capital Programme	<ul style="list-style-type: none"> • Medium term plan for investment • Project based • Capacity to deliver and programming

The Corporate Landlord and H&S Compliance

The adoption of the Corporate Landlord Model (CLM) is critical to the way the Council has chosen to manage land and property assets and the statutory obligations that go with them.

There are three components to the management of land and property risks: the Corporate Landlord, the Corporate Health & Safety Team and the occupiers of our buildings. Structures and management arrangements, such as the Health, Safety and Wellbeing board are in place to manage Health and Safety, including that relating to land and property matters.

The approach adopted by the Council in the implementation of CLM is to scrutinise the operation of each asset. Representatives from these component teams undertake inspections and where appropriate, instigate change.

In support of the onboarding process, an Occupier Handbook has been developed for each asset, setting out the actions that must be undertaken to ensure the asset is statutorily compliant. The Handbook clearly states which of the three component teams have responsibility for ensuring the actions are undertaken as required.

The introduction of CLM has been welcomed by services, being viewed as an opportunity to improve how we can collectively contribute to providing greater assurance in the management of Council assets.

The implementation of CPB and the development of the CLM gives greater opportunities to manage the estate better and enables the Council to take more strategic decisions e.g., optimising use of the estate, improving and transforming service delivery and undertaking long term planning. This can be achieved through a process of asset review and development of planned preventative maintenance schedules, underpinned by condition surveys. This will allow the Council to plan for

the longer term, which is critical for whole life costing of assets and the management of major components, inclusive of a buildings mechanical and electrical systems.

Schools

The Council has a statutory responsibility to ensure there are sufficient school places available for children and young people in the right locations and at the right time to meet demand. This includes both maintained and Academy schools.

Management and funding arrangements give individual schools autonomy to decide on their own improvement priorities for school buildings, grounds and infrastructure.

While this means that school assets are managed outside the context of this strategy, the same basic principles and best practice can be adopted. For example, Asset Management works in partnership with education professionals and planners to form an integrated, strategic school plan. This is designed to meet demand in terms of capacity and to ensure that we provide the best learning environment for pupils, working conditions for staff and to enable schools to make the best use of their resources.

Long term pupil place planning considers existing facilities and how this aligns with Wirral's ambitious growth agenda. As new housing is developed and areas become more densely populated, the demand for additional capacity in our schools is likely to increase and may require investment to expand existing assets or to develop new school facilities. The Local Plan is a key source of intelligence in informing this decision-making process in that it sets out how land should be used to meet housing requirements over the next fifteen years.

Sustainability and Emissions Reduction

On the 15th of July 2019, Wirral Council declared an environment and climate emergency. The resulting Environment and Climate Emergency Policy committed the whole organisation to achieve 'net zero' emissions by 2030 and to promote wider action to help 'net zero emissions for Wirral as a whole no later than 2041. Particular commitments within the policy that relate to this strategy are:

- Raise standards of performance across the council estate, audit buildings and invest to save
- Rationalise the council's property portfolio and use our influence to ensure that any surplus assets released do not simply add to the borough's wider emission footprint
- Improve efficiency of energy and water use where practical and cost effective
- Reduce energy and water waste with due consideration to value for money and health and safety
- Transform our open spaces and enhance biodiversity

The Wirral Plan 2023-2027 Priorities include the ambition to 'play our part in addressing the climate emergency and protecting our environment'.

Reduction in emissions from our estate will be achieved through improved operational practice, behavioural change and targeted investment in the corporate estate (e.g. decarbonisation and energy efficiency schemes) and reduction of the

portfolio of assets owned by the Council. This will be achieved through a programme of projects, including investment in renewable energy schemes, to off-set its remaining carbon footprint and, where appropriate, generate income.

The Council’s Carbon Budget places annual limits on emissions from its activities. From the 2019/20 baseline emissions of 13,656 tonnes CO₂e (Carbon Dioxide equivalent) reductions to achieve net zero by 2030 must be achieved. Annual Carbon Budgets and performance to date are shown in the table below:

Financial Year	Annual Carbon Budget (tonnes CO₂e)	Actual Emissions (tonnes CO₂e)
2019/20	13,656 (Baseline)	13,656
2020/21	10,349 (Mobilisation year)	9,424
2021/22	7,843	6,275
2022/23	5,944	5,661
2023/24	4,505	5,774
2024/25	3,414	
2025/26	2,587	
2026/27	1,961	
2027/28	1,486 (Re-baselining due)	

Currently progress against the targets set has slowed. The actual amount of emissions have reduced significantly, but the Council estate now accounts for approximately 80% of gross emissions reported in the annual Carbon Budget reports, up from 69% when the Asset Strategy was developed in 2022. The reason for this is that many of the ‘easy wins’ have now been exhausted and future progress with targets relies on decarbonising the council estate, coupled with releasing surplus assets. Decarbonisation works rely on having the capital funding available to complete the required works, and there are limited external grant funded options to meet this demand. The Council is progressing a pipeline of heat decarbonisation plans to gain funding from the Public Sector Decarbonisation Scheme (PSDS), however this process is highly competitive and is not guaranteed to secure the funding required to decarbonise council assets in the timescales required.

Progress has been made over the last two years with an in-house energy efficiency programme, targeting emissions reduction from leisure buildings and the successful application to PSDS to decarbonise Landican Cemetery chapels and Wirral Country Park visitor centre. It is recognised, however, that continued transformation is required across the wider portfolio of assets.

Our Vision & Principles

The vision of the Asset Strategy is to:

- Treat land and property as a valuable fiscal resource to be managed alongside the other fiscal resources of the Council, in particular the capital and revenue programmes of the Council.
- Only retain land and property where it makes strategic sense to do so i.e. to deliver services in line with corporate priorities, to generate income, to provide a return on investment, to enable regeneration or where appropriate to provide social value.
- Strategically identify and dispose of surplus assets that do not meet the above criteria, to generate essential capital receipts; make savings on maintenance, running, holding costs and carbon emissions; focus resource and expenditure in optimising the condition and maximising the use of the retained estate.
- Acquire land and property assets for operational, strategic, regeneration and where appropriate for commercial and investment opportunities.
- Ensure that all retained assets are used efficiently and effectively to deliver integrated public services in Wirral.
- Maximise income generation from the Non-Operational Estate and Investment Portfolio.
- Use Council assets to support the delivery of regeneration programmes and masterplans in the Borough.
- Make socially productive use of land and property to build community wealth by means of asset transfer.
- Manage our heritage assets in a proactive way.
- Where possible, and in line with our policies, reduce the carbon emissions of the estate to as low as practicable and maximise the use of land, estate and investments to offset remaining emissions and increase biodiversity to ensure we reach net zero by 2030.

To deliver this vision we have set the following key principles:

- Statutory Compliance and Health and Safety of those using our estate is at the centre of what we do: We must ensure that all properties within the portfolio are statutorily compliant.
- The Operational Property Estate is being strategically onboarded to the Corporate Landlord by the Asset Management Service. This will ensure that Council property is acknowledged as a corporate resource, the right stakeholders are involved and decisions made in the context of the Council's priorities and objectives.
- We require a complimentary financial framework that reflects the need for budget centralisation, so that asset related expenditure is strategically allocated and managed by the Corporate Landlord.
- We will ensure that our estate supports the Regeneration Strategy.
- Property decisions will be made in accordance with defined policies, with a consistent, and lawful approach;

- All tenants should have an appropriate occupational agreement, which should be actively managed.
- All income generating property should be properly maintained and in a tenantable condition.
- Use of property space should be maximised to ensure that void periods are minimised.
- Minimise the environmental impact of assets.

Policy and Strategy Development

The key policies and strategies set out below will be developed and delivered as part of the refreshed Asset Strategy. They underpin the aims and objectives of the Asset Strategy and support delivery of its priorities:

1. Community Asset Transfer Policy

The Community Asset Transfer Policy is aligned to the approach adopted in the Asset Strategy, supporting the Council's Community Wealth Building Strategy and the thematic priorities set out in the Wirral Plan 2023-2027, enabling delivery of services to residents, working across various community-based organisations and partners.

It underpins the ambition to help communities become more independent and self-sufficient, allowing them to take ownership of public buildings so they can be run in a way that provides benefits to those communities and the wider borough. The policy also recognises the challenges that the Council currently faces, balancing the need of the Council to respond to the fiscal challenges it faces.

The current policy was adopted in 2022 and is planned to be updated in March 2025.

2. Acquisition Policy

Where appropriate the Council will acquire assets that are in its interests to do so. This includes:

Operational - The Council delivers services out of land and property assets as part of its normal operation. Adding to its operational portfolio to deliver these services, subject to the appropriate business case and funding, is a practical response to operational challenges and opportunities.

Strategic - As the single largest government body in the borough the Council can, where appropriate, act in a strategic way in the acquisition of land and property, to deliver the aims and objectives of the Council.

Regeneration - The Council has ambitious plans to regenerate the Borough and as part of that approach the Council will from time to time, undertake acquisitions.

Commercial and Investment – The Council can acquire land and property assets where there is a commercial benefit to the acquisition, although usually this would be

a secondary reason for the acquisition. Where acquisitions are principally for yield the Council will closely follow government guidance on acquisitions.

Acquisition and investment in land and property is predicated on a robust business case and in line with legal requirements and government guidance This includes appropriate levels of due diligence e.g. valuation and ground investigations and compliance with achieving value for money, best consideration and best value..

Should the Council progress to compulsory acquisition, it will follow the usual processes associated with this style of acquisition.

3. Disposal Policy

The Council has an existing Disposal Policy and it is planned that this will be updated in the current year. This will be an over-arching policy, linked to the Community Asset Transfer Policy to enable the Council to be consistent with all forms of property disposal and transfers.

It is proposed as part of the approach taken in this Asset Strategy that the Community Asset Transfer Policy will be brought under the disposal Policy and that this will be combined with the acquisition policy to have a single policy covering land and property transactions.

4. Accommodation Strategy

The Council has determined its approach to the delivery of its back-office and democratic functions from the Mallory Building and Wallasey Town Hall. Further work is ongoing in understanding how the Council will deliver its services outside of these assets, in particular as part of the Council's Customer Experience Strategy.

Our Priorities

Priority One - Delivery of the future Estate

This priority builds on the work delivered as part of the Asset Strategy implemented in 2022. It recognises the need to generate efficiencies and the need to invest in the retained estate. As part of this work the following key actions and activities need to be delivered, although not all this activity will be completed in the lifetime of this plan, due to the long-term nature of some programmes of work.

- Delivery of the Corporate Landlord Model
- Delivery of Estate Transformation
- Hand back of Private Finance Initiative (PFI) Schools
- Prepare for Estate Optimisation
- Asset Management Plans (APMs) for future estate assets in support of the Accommodation Strategy

Priority Two - Provide a Safe, Compliant and Efficient Estate

This priority principally focuses on managing the asset portfolio well. It is reasonable for residents, members, officers and the Council's partners to expect that the Council operates its asset portfolio in a safe, compliant and efficient way. To achieve this the following key actions, form this programme of work:

- Delivery of a Safe and Compliant estate
- Release of Surplus Assets
- Delivery of Capital Receipts
- Delivery of Capital Programme
- Active Management of the Investment Estate
- Delivery of Acquisition and Disposal Policy

It is noted that the Council's land and property portfolio is complex. Issues relating to regeneration, heritage assets, carbon budgets and sensitive operations are a standard part of managing a property portfolio. However, there is a significant amount of change in this area and as a result embedding a culture of learning and development is critical to delivering a safe, compliant and efficient estate. Reflecting the importance of this, an additional key action has been added to this section.

- Service Learning and Development

Priority Three – Delivery of a Sustainable Estate and Services

The delivery of a sustainable estate is achieved through efficient management of our retained assets and strategically shaping the future estate into the long term; consideration of the environmental impact council assets have through their lifecycle is an important part of asset review and planning e.g. condition, fabric, use, location, consumption etc. must form part of the decision-making process. Due to the importance of addressing the climate emergency, this priority must be part of the Council's overall strategy for its assets. The five key actions in this area are:

- Decarbonisation of the Council's existing estate

- Ensure future development is net zero carbon
- Delivery of Biodiversity opportunities on Council land
- Progress Active Travel for the Operational Estate
- Use of supply chain to provide social value.

Priority Four - Supporting services in the delivery of their activities

A large part of what the Asset Management Service does is provide support to other sections and departments within the Council, providing advice and guidance on property matters. Although this work is very broad and cross cutting, spanning all services of the Council, the most significant area at present is the delivery of the Council's regeneration plans:

- Supporting the delivery of regeneration
- Continue operation of Corporate Property Board
- Enable onboarding to the Corporate Landlord Model

Delivery of the Asset Strategy 2025 - 2030

The Asset Strategy, developed in 2022 set out six key priorities and progress against these is set out in Appendix 1 of this document. A similar method of management will enable reporting of progression against the updated priorities set out below:

Priority One: Delivery of the future Estate

Action	By When	Lead
Delivery of the Corporate Landlord Model	January 2027	Head of Facilities Management & Capital Projects
Delivery of Estate Transformation	January 2028	Assistant Director Property & Investment
Achieve hand back of PFI Schools	In line with contract.	Assistant Director Property & Investment
Prepare for Estate Optimisation	January 2030	Assistant Director Property & Investment
Asset Management Plans for future estate assets to enable delivery of the Accommodation Strategy	January 2028	Assistant Director Property & Investment

Priority Two: Provide a safe, compliant and efficient Estate

Action	By When	Lead
Delivery of a safe and compliant estate (includes assets that are occupied but not owned by the Council and will be measured by a programme of compliance checks)	January 2027	Assistant Director Property & Investment
Release of Surplus Assets Measured by disposals vs assets declared surplus	January 2028	Assistant Director Property & Investment
Delivery of Capital Receipts Measured by performance against Disposal programme	Ongoing - To be reported annually	Assistant Director Property & Investment
Delivery of Capital Programme Measured by performance against Capital Programme	Ongoing - To be reported annually	Assistant Director Property & Investment
Active Management of the Investment Estate Reported by the delivery of performance report to Committee.	Ongoing - To be reported annually	Assistant Director Property & Investment
Service Learning and Development	Ongoing - To be reported annually	Asset Management Service Managers.
Delivery of Acquisition and Disposal Strategy	2025	Assistant Director Property & Investment

Priority Three: Delivery of a sustainable estate and services

Action	By When	Lead
Decarbonisation of the Council's existing Estate: <ul style="list-style-type: none"> Develop design guidance to reduce the carbon emissions and the environmental impact and improve performance of council assets through their lifecycle 	January 2030	Assistant Director Property & Investment

Action	By When	Lead
<ul style="list-style-type: none"> • Complete a programme of Energy Performance Certificates and Display Energy Certificates for council assets • Develop a decarbonisation plan for all council assets • Undertake benchmarking to ensure energy and environmental reporting systems are supported and resourced 		
Set construction standards for future developments to be net zero carbon	January 2027	Head of Facilities Management and Capital Projects
Delivery of Biodiversity opportunities on Council land.	Ongoing	Various
Progress active travel for the operational estate	2026	Head of Facilities Management and Capital Projects
Use of supply chain to provide social value	January 2027	Assets/ Procurement

Priority Four: Supporting services in the delivery of their activities

Action	By When	Lead
Supporting the delivery of regeneration	Ongoing - To be reported annually	Assistant Director Property & Investment
Enable Corporate Landlord Model	January 2030	AD Property & Investment
Continue operation of Corporate Property Board	Ongoing - To be reported annually	Assistant Director Property & Investment

How we will measure success

In 2022 it was agreed that the content of the table below would be used to measure our success or highlight those areas in which performance could be improved. This approach has been retained in the updated strategy, so that commonality between previous and future performance can be measured.

Activities supporting delivery of the Asset Strategy often result in multiple, beneficial outcomes e.g. disposing of under-utilised or under-performing assets may also reduce running costs, generate income, release land for commercial development and housing or contribute to our carbon neutral objectives.

The Performance Measures below take account of these ‘linked-up’ activities, to provide a clear overview of progression.

Performance reporting for periods **April 2023 – to date** is attached in Appendix 2.

Measure	Context	Source
Capital Receipts Generated	The annual number and sale value of asset disposals.	Asset Information Team
Revenue Savings (reduction in property running costs)	The annual cost of maintaining and servicing the retained estate	Asset Information Team
Property used as shared facility with partners	The collective number of formal occupation agreements	Asset Information Team
Income generated from the Non-Op. Estate	The annual income generated by leased property	Asset Information Team
Rent arrears of the Non-Op. Estate	The number of occupancies and associated income not realised in rent arrears	Finance Business Partner
Property transferred by Asset Transfer	The collective number of asset transfers cumulatively by year	Asset Information Team
Area of land released for development	The total area of surplus land formally released for development or housing opportunities	Asset Information Team
Carbon Budget and Performance Report	Annually reported in June to demonstrate progress towards net zero emissions by 2030	Energy Conservation Engineer

Reviewing the Strategy

This 2025 revision of the Asset Strategy sets the strategic framework within which our property portfolio will be managed over the next five years.

To remain dynamic and keep pace with change, the Strategy will be reviewed every 2 years. The next review is scheduled for 2027.

Governance

Officer governance on the delivery of the asset strategy is provided by the Corporate Property Board. This is an officer led board who's role in the delivery of the strategy is to provide direction, accountability and oversee implementation of the Council's Asset Strategy including the delivery of the Corporate Landlord Model, dealing with surplus Council assets and ensuring that all service requirements required by Directorates are understood and any asset solutions delivered.

- To monitor progress on the implementation of the Asset Strategy
- To identify any slippage and action to recover
- To identify what resources or action is required to mitigate any risk(s) identified
- This includes prioritisation of resources/management/delivery plans within the Asset Strategy
- To ensure strategic coordination between all Directorates on asset issues
- To ensure that all legal requirements and Health and Safety matters regarding the Council's estate are in place and met
- To track progress on grant funding where this impacts on delivery of the Asset Strategy
- To escalate any issues to the Strategic Leadership Team as required that the Board cannot determine
- To ensure that all governance and reporting processes are in place and followed. Reports for any required approvals will be made to the relevant Policy and Services Committee
- To produce an annual report for Members on the progress of implementing the Asset Strategy

The board is supported by the Corporate Programme Team, which includes Business Change Portfolio Lead, Programme Manager and Programme Support Officer roles.

Senior Staff Required Attendance

- Director of Finance
- Assistant Director of Property & Regeneration Investment
- Assistant Director of Regeneration Strategy & Chief Regeneration Officer
- Assistant Director of Planning Services & Chief Planner
- Assistant Director of All Age Independence
- Assistant Director of Early Help, Prevention and Effectiveness

- Assistant Director of Education
- Assistant Director of Housing
- Assistant Director of Leisure, Libraries and Customer Engagement
- Assistant Director of Climate Change & Environment
- Head of Facilities Management
- Lead Principal Lawyer, Property and Planning

In addition to this specialist call-ins, which are senior officers from relevant Directorate areas, will attend to address specialist matters of concern.

Member Governance

In addition to this internal officer scrutiny members play a key part in the decision making and scrutiny of the service area and this is principally delivered by the Policy and Resource Committee and the Economy Resources and Housing Committee.