

CORPORATE ASSET STRATEGY

2019 -
2025



Solihull
METROPOLITAN
BOROUGH COUNCIL

Overview of Solihull MBC and Corporate Vision

- 1.1 In 2018 the Council adopted its Plan 2018-2020 with a vision for Solihull that it will be a place where everyone has an equal chance to be healthier, happier, safer and prosperous. In response to this changing context, challenges and opportunities, this new Council Plan looks forward to 2025. It sets out a direction of travel for how the council will operate and influence to give it the agility to navigate the challenges and opportunities of the next seven years – the short step to 2020 and the longer stride to 2025.
- 1.2 Within the plan there are 5 Corporate Priorities:-
 - Delivering inclusive growth
 - Planning and delivery of Solihull's low carbon future
 - Managing demand and expectation for public services
 - Developing and delivering our approach to services for the most vulnerable.
 - Making the best use of our people and physical assets
- 1.3 The Council's land and property assets are the key to both delivery of Council services and these Corporate Priorities.
- 1.4 One of the identified eleven transformation programmes is a Corporate Approach to Delivering an Asset Masterplan. The aim of the programme is to ensure Council assets support service delivery and service directorate's business plans. This may be through asset rationalisation or improvements, ensuring that assets provide value for money, are in the right location and are fit for purpose to deliver the Council Priorities.
- 1.5 The Corporate Approach to Delivering an Asset Masterplan Programme exists in its own right within the Council Plan; however, it also supports other key programmes. These include:
 - Adult Social Care Transformation
 - The Employee Journey
 - Digital Transformation
 - UKC Programme

Corporate Property Overview

2.1 Current Approach

- 2.1.1 Currently the Council has a number of property orientated teams undertaking differing aspects of property related services and the provision of services through SLA type agreements is not mandatory. The land and property assets themselves and the budgets supporting them sit within the ownership and responsibility of individual directorates rather than the corporate centre. This creates a risk whereby property decisions could be taken unilaterally and potentially without appropriate professional advice for specific service related reasons in the absence of any corporate/strategic overview and reference to the Councils priorities.

- 2.1.2 The outcome of a Chartered Institute of Public Finance and Accountancy (CIFPA) report compiled in February 2017 for Solihull Metropolitan Borough Council and feedback from Senior Leaders suggests that there is a need to consider taking an integrated approach to strategic asset management with a view to making all property assets a corporately managed resource.

2.2 Adoption of Corporate Landlord approach

- 2.2.1 Under a Corporate Landlord approach the ownership of an asset and the responsibility for its management, maintenance and funding are transferred from service departments to the Corporate Landlord, which is a centralised corporate function. Each directorate will need to set out its priorities for service delivery, which derive from the Council Plan. This would then allow for the Corporate Landlord to develop a live asset strategy (this document being an initial version) designed to engineer solutions and offer sufficient space to accommodate any service delivery activities which require a property resource to be considered by CLT.
- 2.2.2 As services and their respective business models change over time the extent and nature of any accommodation provided can be adapted to suit. The service departments therefore become corporate occupiers of that property or land required for delivering core services.
- 2.2.3 There are specific responsibilities that fall to the occupier and the Corporate Landlord respectively depending on the nature of the asset and the service. The service department's priority is clearly to plan and deliver the service. The landlord's function is to ensure that the service is adequately accommodated and to maintain and manage this accommodation.
- 2.2.4 The Corporate Landlord's responsibility also extends to the acquisition, development and disposal of land and property. This means the landlord would be responsible for asset review, feasibility and options appraisals across all directorates once their business models/plans are finalised.
- 2.2.5 The new approach is the predominant asset management model in larger private sector organisations and is becoming increasingly popular with local authorities seeking to make better use of their physical assets.
- 2.2.6 In accordance CIFPA recommendations, most other Local Authorities have or are in the process of introducing a Corporate Landlord model, examples being; Sandwell MBC, Wolverhampton City Council, Shropshire and Birmingham City Council.
- 2.2.7 This is due to the potential scope for efficiencies, income generation and the effective delivery of corporate outcomes including major redevelopment objectives through the adoption a more strategic governance regime specific to property. The Corporate Landlord approach can deliver economies of scale in terms of capacity, procurement and opportunities for co-location across the Council and with other external organisations. This can ultimately lead to rationalisation and delivery of an improved asset base through targeted reinvestment. Where it is most effective is ensuring that an organisation's property portfolio drives, supports and delivers corporate change and managed growth. This can be summarised as the Corporate Landlord providing effective and consistent strategic estate/asset management across the portfolio.
- 2.2.8 What it could potentially achieve is a step-change in the way property decision making, financial planning and property management is undertaken within the Council to more effectively respond to organisational change and be reactive to

service requirements whilst also proactive in terms of creating a more dynamic, efficient and aspirational asset profile.

2.3 Corporate Asset Strategy Overview



2.3.1 In order to realise the strategic objectives in respect of achieving a more dynamic asset profile aligned with Corporate Priorities a number of strategic activities need to commence :

- Dedicated asset management resource will be available to directorates to help them plan for the future service delivery.
- A data team will continuously collect and collate information to ensure all property decisions are evidence based.
- The ongoing review of service related property requirements will be required to ensure a 'best fit' and legislative compliance is maintained and that capital and revenue budgets will be committed accordingly.
- Efficiencies, income generation and disposals will need to be identified as part of the ongoing asset review and strategy evolution as a means to fund ongoing activity and generate a surplus as a return to the Council in accordance with MTFS targets.
- As a major landowner and commercial Landlord the Council will have a key role to play in delivering local plan objectives and creating a property landscape best placed to deliver all Corporate priorities.

2.4 Timeline and Delivery Programme

2.4.1 The delivery programme for implementation of the Corporate Approach to Delivering an Asset Masterplan, has been agreed by Wider Corporate Leadership Team; as below. Further detail behind these milestones can be viewed in appendix 4.



Overview of Solihull MBC Estate

- 3.1 The Council has a wide range of land and property assets which have a current value in excess of £580m, including operational assets. The assets (excluding car parks) produce an annual income of approximately £4.25m. The overall area of open land owned by the Council is approximately 750 Hectares (2.9square miles).
- 3.2 This Corporate Asset Strategy summarises how the Council intends to use its land and property assets in accordance with the local plan and other policies and strategies to make a significant contribution to:
- Delivery of the 5 Council Priorities.
 - Support improved service delivery.
 - Continue to provide a significant and improved revenue stream from a managed investment portfolio.
 - Drive efficiency in both financial and environmental terms through major initiatives including investment in the operational estate and expansion of shared services.

Asset Type	Count
Academy	19
Cemeteries and Crematoria (Buildings)	3
Community Assets	68
Community Buildings	21
Depots	4
Education Non School Buildings	16
Land	105
Libraries	13
Multi Storey Car Parks	7
Non Operational Properties	89
Offices and Administration Buildings	13
Park Buildings	4
Public Conveniences	3
Residential Homes and Day Care Centres	15
School	44
Sport Centres and Pools	2
Training Centre	1

Key Priorities of the Strategy

- % Reduction in the number of non-school properties;
- Generate £X m Capital Receipts;
- Achieve a % reduction in property asset revenue costs;
- Increase the utilisation and improve the condition of the estate to ensure that accommodation is fit for purpose and meets the needs of our services (say a % increase in sufficiency and suitability ratings);
- Deliver a Corporate Capital Programme effectively of a value of £X m;
- Support the delivery of the Governments Clean Growth Strategy and Voluntary Emissions Reduction Pledge 2020 by reducing carbon emissions by 45% by 2020/21 and 50% by 2024/25, (from a 2009/10 baseline).

Town Centre Redevelopment and Strategic Opportunity Sites

- 5.1 The Council's use of its asset base to help deliver Corporate Priorities was a key driver in the successful Strategic Outline Case 2 bid to the West Midlands Combined Authority which secured £4.9m towards achieving a number of strategic outcomes, the headline information and the specific property projects to which this funding relates to are depicted in appendix 1.

One Public Estate Vision and Co-location Strategy

- 6.1 Central to this asset strategy is also the principles of a One Public Estate. This strategy commits the Council wherever possible to engage with partners with a view to exploring co-location options and the potential for sharing accommodation at every opportunity. As well as obvious efficiencies this commitment has secondary benefits such as income generation through renting surplus space to partners, the ability to free up complete sites or buildings for alternative use such as housing and also the ability for officers from different parts of the public sector to work more closely together and improve services for residents and customers.
- 6.2 The Council has recently put forward a bid as part of round 7 of the One Public Estate Programme delivered in partnership by the Local Government Association and the Office of Government Property, this bid sets out the high level strategy and those sites and outcomes envisaged as appropriate to this agenda.

Property Investment Strategy

- 7.1 The primary objective of the Property Investment Strategy is to invest in property to deliver a profitable income return on capital invested over the medium term through a balanced strategy of acquisition, retention and management of good quality assets and investments, using the net income generated to support wider Council services.
- 7.2 Preference is given to investments of economic or social benefit to the Borough either directly through improvement, development or regeneration within the Borough, or indirectly through economic returns to the benefit of local Council services.
- 7.3 In working to this Strategy, the Council is mindful of the requirements of the proposed update to the CIPFA Prudential Code on Capital Finance. This means the Council cannot borrow beyond its means for commercial investments and should

demonstrate a clearly documented decision making process which carefully assesses risk and return.

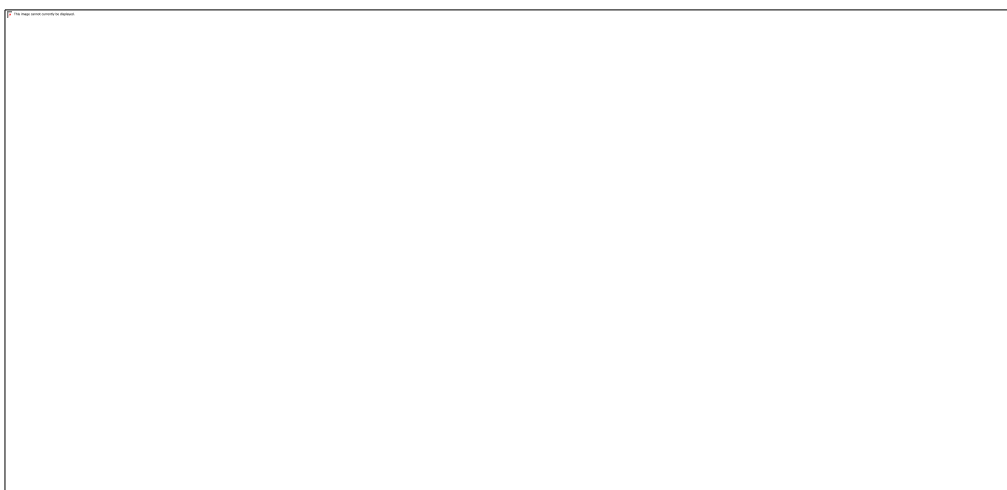
- 7.4 Complimentary to the Council's Corporate Asset Strategy the implementation of this Investment Strategy presents an opportunity to reassess all assets to ensure they are appropriately categorised between investment properties capable of a full asset management package to drive rental income and receipts from disposal opportunities, or operational properties (occupied by the Council or third parties delivering Council services) necessary for fulfilling the Council's primary duties. Opportunities for direct investment in existing assets to enhance income or disposal of non-performing assets can then be identified i.e. low return, non-strategic assets which do not enhance the Council's ability to provide outstanding services should be disposed of or redeveloped and replaced with better performing investments. The opportunity also exists to revisit the residential element of the portfolio (including the Councils land holdings) to seek out potential options to add value and explore new residential investment models.
- 7.5 New acquisitions and strategic capital investment will complement and enhance the existing portfolio offering new opportunities to improve service delivery but also to maximize the benefits from growth in property values and the new development demand arising from HS2, UK Central and other regional drivers. Therefore, proactive asset management and the provision of a pipeline of development opportunities will be key to ensuring the success of the Strategy and to ensuring that the Councils asset portfolio makes the optimum possible contribution to fulfilling Corporate objectives.
- 7.6 The Council recognised the need to develop a Property Investment Strategy through the Medium Term Financial Strategy 2017/18 – 2019/20 (MTFS), approved by Full Council in March 2017 which includes a £500,000 income target from 2019/20 onwards for 'Opportunities to invest in property/developments to give the Council a return on investment.'

Disposals Programme

- 8.1 As all assets are constantly and consistently reviewed in terms of their suitability and sufficiency to fulfil service needs through the work of the Corporate Landlord and the development of annual Asset Management Plans it is inevitable that some assets will become surplus to service requirements in pure accommodation terms, in line with the Asset Strategy these assets will be considered in terms of their alternative use potential.
- 8.2 Alternative uses considered should all result in the Council satisfying best consideration principles, this could be achieved through finding a suitable service related use, an income generation related use, potential appropriation to the HRA for social housing development, community asset transfer or if appropriate the property could be identified for disposal and the generation of an associated capital receipt.
- 8.3 Any potential capital receipts should be monitored against a programme to ensure best consideration is obtained and realised in a timely manner (so as to avoid void costs etc. for which a budget will be required), finance colleagues should also be consulted as part of this process to ensure the capital programme can be planned effectively.

Maintenance and Compliance Strategy

- 9.1 As part of the Corporate Asset Strategy all Council buildings will be managed in their entirety by the Corporate Landlord.
- 9.2 A 'whole life' cost approach will be applied to key decision making and, where appropriate, as a tool for investing in and managing buildings. This will effectively assess the total cost of our assets over their whole life and enable decisions to be made that identify the optimum value for money solutions over the longer term. The whole life costing approach will be applied to initial investment appraisals and asset purchase decisions as well as contributing to assessment and review of existing properties at various stages of their useful life. This will also include repair and maintenance costs, running costs and disposal costs, as well as potential benefits arising from increased income, or other economic, social or environmental improvements.



'Key cost categories of Whole Life Costing and Life Cycle Costing' RICS Life cycle costing, 1st edition, April 2016

- 9.3 It is envisaged that this approach will also be considered in decision making to support our policies and objectives around sustainable development and standardisation related to building components. This in turn will positively impact the maintenance costs for buildings.
- 9.4 With regard to existing stock there will be a separate strategy for each building, enabling focus for investment in retained buildings and minimal maintenance to be applied to buildings identified for disposal. This will link to a forward plan for capital investment.
- 9.5 To ensure our assets comply with current legislation safeguarding people that come into contact with our properties, all buildings that are the responsibility of the Corporate Landlord will be subject to the required statutory maintenance checks, whether or not identified for disposal.

Capital Programme

- 10.1 Each year, the Council approves a 3-year Corporate Capital Strategy in preparation for a new financial year that incorporates an annual capital programme. This complies with the CIPFA Prudential Code which requires capital expenditure,

investments, liabilities and treasury management to be shown in sufficient detail to allow all members to understand how stewardship, value for money, prudence, sustainability and affordability of the Council's capital plans will be secured.

- 10.2 The Corporate Capital Strategy has strong links to the Council's Treasury Management Strategy and the MTFS to ensure the financial connections between revenue and capital are realised.
- 10.3 Life Cycle costing is now to be applied as standard to all new Council development projects moving forward. The typical measure of a total life cycle cost is a sum which represents the total capital cost and future cash flows of a scheme - it help defines what needs to be done, when and how much will it cost. A LCC should account for all relevant costs over a defined period of time .

<u>Summary of the Capital Programme 2018/19 to 2021/22</u>				
Cabinet	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s
Adult Social Care and Health	5,140	5,516	830	830
Children, Education and Skills	9,290	12,269	6,863	2,250
Environment and Housing	1,390	1,600	1,350	1,376
Leisure, Tourism and Sport	606	200	0	0
Managed Growth	8,726	24,702	29,036	53,003
Resources and Delivering Value	5,391	7,249	2,441	2,350
Stronger Communities and Partnerships	0	500	2,600	2,100
Transport and Highways	7,047	4,348	3,970	5,091
HRA	17,556	16,066	16,707	14,041
	55,146	72,450	63,797	81,041
Funding				
Prudential Borrowing	9,752	14,875	7,270	4,400
Grants	14,504	37,203	30,294	31,456
Capital Receipts	8,733	3,081	0	0
Contributions	5,715	3,090	11,139	29,924
Revenue	16,442	14,201	15,094	15,261
	55,146	72,450	63,797	81,041

Building Carbon Reduction / Energy Management

- 11.1 "Planning and delivery for Solihull's low carbon future" is a key priority in Solihull's Council Plan. The priorities and actions to support this journey and deliver this priority are contained within the "Green Prospectus".
- 11.2 The "Green Prospectus" is informed by a number of current and emerging Borough and Greater Birmingham and Solihull (GBS)-Local Enterprise Partnership (LEP) wide strategies and activities, all of which provide the strategic direction for sustainability across the region. The Prospectus contains a number of themes all contributing to this direction.
- 11.3 The Corporate Asset Strategy provides a key opportunity to support the delivery of the "Buildings and Efficiency" theme. This theme requires the delivery of both short and long term carbon emission reduction targets and is targeted at the Councils four 'Key Emitters', Schools, Council Corporate Properties, Street lighting and the

Strategic Environment Contract. Out of the four, Schools and Corporate buildings total the highest emissions.

- 11.4 The Council has taken its lead from the Climate Change Act 2008, which set legally binding national targets for reducing carbon emissions of 34% by 2020 and 80% by 2050 (against 1990 levels). However, in support of the delivery of the Governments Clean Growth Strategy the Council has now signed up to the Voluntary Emissions Reduction Pledge 2020 and has targeted to reduce carbon emissions by 45% by 2020/21 and 50% by 2024/25, (from a 2009/10 baseline).
- 11.5 Although a large percentage of emissions reductions will be achieved by decarbonisation of the power sector, there remains a business case for reducing energy consumption in buildings. Effective carbon management and energy reduction measures reduce energy costs and deliver value, particularly in a climate of increasing energy prices.
- 11.6 The Corporate Asset Strategy is key in enabling effective decision making and targeted energy saving measures when considering those buildings owned and operated by SMBC for service delivery. Emissions from buildings are influenced internally and externally by a range of people, for example, Property Managers, Facilities Managers, Building Occupants and Users, Project Designers and Project Managers undertaking refurbishment etc. The nature of building stock, thermal qualities, as well as the building's services, plant, occupancy levels, and hours of occupation all have an impact on buildings energy consumption. In addition disposal of properties will have a positive impact on the emissions the council accounts for.
- 11.7 The Corporate Asset Strategy will continue to support Carbon Reduction programmes for Schools and Corporate Council Buildings and consider this in decision making processes. Actions contributing to and those resulting from Asset decisions will be reported through the Carbon Management Group chaired by the Assistant Director for Highways and Environment.

Key Strategies Linked to the Corporate Asset Strategy

- 12.1 Other key strategies which will form our overarching asset strategy and their delivery timescales are depicted below.



Solihull Community Housing (SCH) Asset Plan

- 12.2 The Council's housing stock is currently managed and maintained by Solihull Community Housing, an Arms Length Management Organisation (ALMO). Over the last year, SCH has compiled data into an asset system and started to consider the long term requirements for investment in the housing stock. A stock condition review has been commissioned to inform this and the result of this work will enable the Council to consider the future strategy for any poor performing stock (i.e. where there is significant future investment needed) and plan for its funding in the 30 year plan.

Community Asset Strategy

- 12.3 Solihull has over 800 community, voluntary and faith organisations and groups. They all play a valued and important role in supporting and representing our communities. There is a need to balance the value to the community of the Council's buildings against the potential financial returns.

- 12.4 The Community Asset Strategy will be a key strategic document feeding into the overriding Corporate Asset Strategy and will support community and voluntary sector organisations that use Council assets. The aim will be to increase community resilience and capacity, ensure financial and community benefits are maximised and to help deliver the priorities under the Council Plan and Directorate Service Plans.
- 12.5 The Council's Strategic Corporate Asset Strategy will also provide a framework for the management of any community assets in the context of the wider asset portfolio, to allow consistency for our service delivery and partners service delivery, and to enable priorities to be delivered from the asset portfolio.
- 12.6 The Community Asset Strategy will help to develop our public service offer to allow all members of our Community to access services and recognising that our property and land portfolio has significance to create conditions to enable our communities to thrive.
- 12.7 Whilst all Council assets and some private assets have been identified as having 'community value' across the Borough, it is proposed that this strategy focuses primarily on properties from the Council's overall portfolio that are used primarily for community purposes. This strategy defines these as Council owned land and buildings which are used for social, recreational or leisure purposes, and are occupied by a variety of organisations ranging from charitable and voluntary community sector (VCS) groups, both commissioned and non-commissioned .
- 12.8 Working with Senior Officers within the Stronger Communities division property officers will consult with the community and voluntary groups in developing the Community Asset Strategy and will continue to work closely with them to implement the strategy.

Schools AMP

- 12.9 Over a number of years asset management planning for the School Estate has evolved as the Schools Asset Support Team working within the Strategic Land & Property function continuously reviews the estate to both monitor condition and also plan capital works to meet local service demand.
- 12.10 The previous Solihull Schools Asset Management Plan (AMP) was approved in 17 June 2015 and set out the position for investment in the schools estate for the period 2015 to 2018. In connection with the updated Children's Services Capital Programme a new Solihull Schools Asset Management Plan has been endorsed by the Cabinet Member for Children, Education and Skills for the period 2018/21.
- 12.11 This Schools specific Asset Management Plan has six key aims these being:
- To ensure sufficient school places are physically provided across the borough;
 - To develop a built environment that supports the effective delivery of teaching and learning;
 - To support the raising of education standards;
 - To ensure school premises support inclusion and make provision for the most vulnerable pupils;
 - To identify investment priorities which will both inform, and be influenced by, other council priorities (the Council Plan) and;

- Improve the condition of the schools estate through planned maintenance, long term improvement or renewal.
- 12.12 These aims reflect corporate and school priorities. They preface engagement at a collaborative level with schools that include community, voluntary aided and academy schools within the primary, secondary and special school sectors. As such this work is intrinsic to the Council's wider corporate asset management planning and any variations in demand or changes to the asset profile through further academisation etc. can be captured at an early stage and thus inform the corporate Asset Strategy accordingly.

Directorate Asset Management Plans

- 12.13 Through work completed with the Directorates in the Summer of 2018, the information collated on Directorates use of asset and future priorities will now be used to create individual Asset Management Plans with each Directorate. These plans will outline how the Corporate Landlord can support and provide assets for the services to occupy and help deliver service priorities.

Delivery Structure

- 13.1 The proposal within this report is to have an agreed strategy around managing assets, with a consistent and corporate approach across all property functions rather than a service approach to 'owning' property.
- 13.2 A Programme Board, overseen by the Assistant Director of Finance and Property Services (Senior Responsible Officer) has been established. The Programme Board membership includes senior officers, who have an expertise in the programme and whose activities will be affected by the programme outcomes / deliverables. Members of the board will take direct responsibility for the projects which will derive from the workstreams.
- 13.3 The programme is divided into four workstreams of activity – Corporate Asset Strategy, Asset Management Delivery, Capital and Revenue. These categories have been used to plan the programme and the following describes achievements within each area.

13.4 Corporate Asset Strategy

The aim of this workstream is to:

- Ensure the property portfolio is aligned with Council Services;
- Have an informed overview of Property Information;
- Ensure consistent processes are created to manage property; and
- Engage with partner organisations to ensure the Council can accommodate collaborative services.

13.5 Asset Management Delivery

- To support the delivery of the Corporate Asset Strategy, Senior Officers will be recommending that A Corporate Landlord Model is adopted.
- Under a Corporate Landlord approach the ownership of an asset and the responsibility for its management; maintenance and funding are transferred from service departments to the Corporate Landlord, which is a centralised corporate function.

- It will also include:
- Corporate Landlord to work with services and offer suitable space to accommodate any service delivery activities which require a property resource, as highlighted in the service business plans;
- Service departments become corporate occupiers of only that property or land they absolutely require for delivering core services;
- The Corporate Landlord would be responsible for asset review, feasibility and options appraisals across all service departments once their business models/plans are finalised;
- The Corporate Landlord approach can deliver economies of scale in terms of capacity, procurement and opportunities for co-location across the Council and with other external organisations; and
- This in turn could lead to rationalisation and delivery of an improved asset base through targeted reinvestment.

13.6 Deliver a Corporate Capital Programme

The aim of this workstream is to:

- Prioritise and forward plan the delivery of a corporate capital programme related to asset management; and
- Generation of capital receipts through an agreed disposal programme.

13.7 Reduction in Property Asset Revenue Costs

The aim of this workstream is to:

- Centralise budget management and governance for maintenance.
- Complete a Whole Life Costing exercise for each asset to understand the maintenance of a property over its lifetime and embed this into any new building scheme to understand the long term costs of projects not just the initial capital costs.
- Demonstrate value for money through framework contracts.

13.8 The Council faces pressure on using all its resources to best serve the public. Financial pressures cause strain within services and the need to achieve savings that have a minimum impact to direct services.

FUTURE REPORTING

14.1 It is proposed that Property Officers will report annually on progress to deliver this Strategy through an annual Asset Management Plan. This plan would be presented in line with the Capital Strategy and Medium-Term Financial Strategy in February of each year.

14.2 From February 2020, an Asset Management Plan will be produced, to report on and set-out, how the Council intends to use and manage its land and property assets in line with the Corporate Asset Strategy.

Appendix 1 - Opportunity Sites

In line with the emerging Solihull Metropolitan Borough Council Local Plan, planning / development briefs are being drawn up for the following identified sites.

Solihull Town Centre – Development & Investment

Mell Square
Homer Road Gateway
Council House Masterplan
The Core / Homer Road Police Station

Accelerating Housing Delivery - Utilising Solihull Assets

Site 5	Chester Road / Moorend Avenue (Residential)
Site 9	South of Knowle (Residential)
Site 15	Jensen House (Residential)
Site 16	East of Solihull (Residential)
Site 17	Moat Lane (Residential)
Site 18	Sharmans Cross Road
Site 20	Damson Parkway (Commercial)

Appendix 2 - Schedule of Investment Assets

163	Paterson Court, 1 Kenilworth Road, Knowle
217	Ivy House Farm, Grange Road, Dorridge (including new business units)
239	Holiday Inn Hotel, Homer Road, Solihull
261	656 Streetsbrook Road, Solihull
262	660 Streetsbrook Road, Solihull
278	Land adjacent to the Plume of Feathers Garage, 345 Stratford Road, Shirley
301	Shirley Welcome Club (t/a Hi Bri's Dance Studio), Stratford Road, Shirley
306	Kingswood School, St James Place, Shirley
320	Spire Parkway Hospital, Damson Parkway, Solihull
538	Princes Way Multi-Storey Car Park, Princes Way, Solihull
768	Century Park Industrial Estate, Starley Way, Bickenhill
769	Waterloo Industrial Estate, Burhill Way, Fordbridge
774	Bosworth Drive Shopping Centre, 147-157 Bosworth Drive, Fordbridge
844	Parking spaces at the rear of 46-58 Poplar Road, Solihull
891	170 Garden Extension Licnces
1004	MEB Substations
1005	Gas Governors
1028	63, and 65 Hobs Moat Road, Solihull
1029	133 Hobs Moat Road, Solihull
1047	Land adjacent 18 Hollyhurst Grove
1087	40 Gilson Way, Kingshurst Medical Centre
1088	Whar Hall Farm - Jaguar Land Rover

Appendix 3 - Schedule of other assets/land

Asset Ref	Address	Other
26	Billy Bears Nursery At (Ex Open Awards Centre) Brownley Road Shirley Solihull West Midlands B90 4QP	
111	Mildenhall House 58 Lode Lane Solihull West Midlands B91 2AW	
261	656 Streetsbrook Road Solihull West Midlands B91 1LB	
262	660 Streetsbrook Road Solihull West Midlands B91 1LB	
434	Village Centre Main Street Dickens Heath Solihull West Midlands B90 1FF	
452	Nursery Ex Shirley Library Church Road Shirley Solihull West Midlands B90 2AX	
470	Tudor Grange Leisure Centre Blossomfield Road Solihull West Midlands B91 1NB	
479	North Solihull Sports Centre Conway Road Fordbridge Solihull Birmingham West Midlands B37 5LA	
506	Ipswich House 2 Ipswich Walk	

	Chelmsley Wood Solihull B37 5QX	
512	New House 30 New Road Solihull West Midlands B91 3DP	
602	Crabtree Hall Crabtree Drive Fordbridge Solihull Birmingham West Midlands B37 5BU	
603	Venture House 75 - 77 Kingshurst Way Kingshurst Solihull Birmingham West Midlands B37 6EB	
761	Meadows Centre 34 - 36 Faulkner Road Olton Solihull West Midlands B92 8SD	CSS - to SCH?
768	Century Park Starley Way Bickenhill Solihull Birmingham West Midlands B37 7HF	
769	Waterloo Industrial Estate Burhill Way Fordbridge Solihull Birmingham West Midlands B37 6RF	
774	Shopping Centre 147-157 Bosworth Drive Fordbridge Solihull West Midlands B37 7TR	
777	Former Adult Education Centre 2 Blossomfield Road Solihull West Midlands B91 1LD	

779	101 - 103 Alder Drive Chelmsley Wood Solihull Birmingham West Midlands B37 7QG	
780	Woodside Industrial Estate Woodside Kingshurst Solihull Birmingham West Midlands B37 6LY	
784	Auckland Hall Sunbeam Close Smiths Wood Solihull Birmingham West Midlands B36 9JR	
801	225 Station Road Balsall Common Solihull West Midlands CV7 7FE	
806	Community Centre 314 Windward Way Smiths Wood Solihull Birmingham West Midlands B36 0UH	
830	Civic Suite Car Park Homer Road Solihull West Midlands B91 3QS	
858	174 Station Road Knowle Solihull West Midlands B93 0ER	
859	176 Station Road Knowle Solihull West Midlands B93 0ER	
860	Vulcan House Business Centre Vulcan Road Solihull West Midlands B91 2JY	
861	Swallows Court Solihull Care Housing Association	

	Swallows Meadow Shirley Solihull West Midlands B90 4QA	
864	Once Upon A Time Childrens Day Nursery Former Croft Day Centre Ulleries Road Solihull B92 8ED	
958	Assembly Rooms 21 Poplar Road Solihull West Midlands B91 3AD	
1080	Bishop Wilson Clinic 8 Craig Croft Chelmsley Wood Solihull B37 7TR	
1091	Retail Units Craig Croft Chelmsley Wood Solihull B37 7TR	
1092	Enterprise Centre 1 Hedingham Grove Chelmsley Wood Solihull B37 7TP	
1093	Medical Centre Hedingham Grove Chelmsley Wood Solihull B37 7TR	
1104	Unit 1A Saxon Way Fordbridge Solihull B37 5AY	

Appendix 4 – The Corporate Landlord Timeline

October 2018

Updated Asset Baseline Data and Space Inventory

Initial work to be completed with the Directorates to ascertain that all current information held on property, suitability and occupancy is correct.

December 2018

Draft Asset Strategy Consultation

Consultation on the Corporate Asset Strategy with key stakeholders across the organisation.

Staff Communication Event

An update to all property function staff on the Corporate Approach delivery model.

January 2019

Asset Strategy Sign-off by Resources Cabinet Decision Session

March – April 2019

Asset Relation and Data Interim Structure / process in place

Prepare interim proposed property structure plan for sign-off by WCLT.

October 2019

Budget Setting for April 2020

Provide an overview of property budgets to be centralised and identification of any gap funding to cover maintenance and operation of any historic assets.

February 2020

First Asset Management Plan

Solihull Council's asset management plan will be finalised for approval, which will be a review and annual forward plan of how the Council will be aiming to meet corporate objectives through its property portfolio, highlighted in the Corporate Asset Strategy. This plan will be updated on an annual basis.

April 2020

Implementation of Corporate Landlord Approach with Support Structure

The go-live date for implementing the proposed delivery model, with agreed processes and support structure.

March 2021

Finalise Directorate Asset Management Plans

The asset management plan for each directorate will be an agreed forward plan of how the property portfolio will be shaped to support the delivery of our Directorate priorities and service objectives. Direct engagement will be required with services to work with them to ascertain and if needed assist them with finalising their business/service plans, which in turn will be explicit in respect of their asset requirements.

March 2022

Consolidate all 'back of house' office functions

In-line with the Corporate Asset Strategy plan to consolidate our back office functions. This will be in the form of a wider review of all back office locations, transposing our organisational needs and rationalising the Estate as necessary. A key driver for this will be the delivery of a Solihull Town Centre office accommodation solution.

March 2023

Consolidate all 'front of house' functions

In-line with the Corporate Asset Strategy plan to consolidate our front of house functions. As part of the preferred site identification exercise for the delivery of a Solihull Town Centre office accommodation, this would need to factor in local requirements and ensure appropriate service provision across the borough.

March 2024

Fully implement Property Investment Strategy to realise income generation and redevelopment opportunities

In-line with the Property Investment Strategy, approved by Cabinet in 2017, the Council is to invest in property to deliver a profitable income return on capital invested over the medium term, through a balanced strategy of acquisition, retention and management of good quality investments and to use the net income generated to support wider Council services.

March 2024

Fully implement disposals programme to rationalise estate and enable redevelopment opportunities

Through the work of the Corporate Landlord and development of Directorate Asset Management Plans, it is anticipated a number of assets will become surplus to requirements and inline with the Corporate Asset Strategy an alternative use will need to be considered. If appropriate the asset could be identified for disposal and therefore enable the Council to generate a capital receipt.

March 2025

Review strategy and asset profile

Inline with a review of the Council Plan and its key programmes, the Corporate Asset Strategy will be reviewed to ensure that the objectives of this report are still in line with and support wider Council priorities.

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