

**Meeting date:** 1 March 2023

**Report to:** Cabinet Member for Resources

**Report title:** The Corporate Landlord Asset Framework

**Report from:** Samantha Gilbert - Assistant Director of Finance and Property Services, Peter Carroll - Head of Strategic Land and Property, Linda Wilson – Head of Corporate Property Services

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**Wards affected:**

- All Wards |  Bickenhill |  Blythe |  Castle Bromwich |  Chelmsley Wood |  Dorridge/Hockley Heath |  Elmdon |  Kingshurst/Fordbridge |  Knowle |  Lyndon |  Meriden |  Olton |  Shirley East |  Shirley South |  Shirley West |  Silhill |  Smith's Wood |  St Alphege
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**Public/private report:** Public

**Exempt by virtue of paragraph:**

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**1. Executive Summary**

- 1.1 The purpose of the report is to provide an update on progress of the Corporate Landlord programme and present the proposed supporting Asset Framework.
- 1.2 The Asset Framework sets out the strategic objectives it will deliver and the policies that will support the Corporate Landlord and the rest of the Council including roles and responsibilities.

**2. Decision(s) Recommended**

- 2.1 The Cabinet Member for Resources is asked to approve the Asset Framework as attached in Appendix 1 of this report.

**Report Title:** The Corporate Landlord Asset Framework

### **3. Matters for Consideration**

- 3.1 The Corporate Approach to Delivering an Asset Masterplan is a long term programme that began in 2019 and is recognised in the Council Plan as a priority. Progress was paused for a period during the Council's response to the COVID pandemic and its impact had a substantial effect on the programme, particularly regarding the need and use of office accommodation.
- 3.2 Following a programme health check in 2021, the work required was aligned to other Council priorities for Smarter Ways of Working and the digital strategy. Programme activity has been progressing in two parts. Firstly, to methodically work with services to review their assets and centralise asset functions. A phased approach was undertaken that commenced with corporate buildings and work has recently concluded with libraries. The team is currently working with the Adult Social Care directorate and will be completing a review of Economy and Infrastructure directorate assets over the coming months.
- 3.3 The second part of activity is to introduce a Corporate Landlord model and the Head of Corporate Property Services periodically attends each DLT to discuss property matters. The implementation of a corporate landlord model is a key Council priority providing one of the 'Strong Foundations' identified in the current Council Plan. An Asset Framework will support this priority by ensuring the Council's physical assets are fit for purpose to deliver current and future service needs.
- 3.4 The Corporate Landlord as an enabler will contribute to:
- Support Council priorities through the appropriate use of assets.
  - Provide effective estates management.
  - Improve and ensure statutory compliance.
  - Drive efficiency in both financial and environmental terms through regular asset reviews.

### **4. What options have been considered and what is the evidence telling us about them?**

- 4.1 In previous years, a single Asset Management Strategy has been produced. The current strategy was approved in April 2021 and provided an update to the previous year's progress.
- 4.2 As the Corporate Landlord has developed, the programme has learnt more about the Council's operational needs and drivers for change. The document needs to relate to the Council's Medium Term Financial Strategy, Capital Strategy and Treasury Management Strategy and work has been taking place through the year to develop a suite of documents comprising of a strategy, related policies and an action plan.

### **5. Reasons for recommending preferred option**

- 5.1 The suite of documents provides the Corporate Landlord with the plans, tools (via the policies) and actions to deliver the plans. As the corporate landlord model is a

relatively new concept in Solihull Council, the policies are aimed to be clear and transparent for all to understand.

- 5.2 The Strategic Action Plan within the framework provides the plan of activity to be undertaken in the next financial year. Future updates will reflect the progress that was made on the plan and the actions required for the following year.

## 6. Implications and Considerations

- 6.1 State how the proposals in this report contribute to the priorities in the [Council Plan](#):

Priority:	Contribution:
<p>People and Communities:</p> <ol style="list-style-type: none"> <li>1. Improving outcomes for children and young people in Solihull.</li> <li>2. Good quality, responsive, and dignified care and support for Adults in Solihull when they need it.</li> <li>3. Take action to improve life chances and health outcomes in our most disadvantaged communities.</li> <li>4. Enable communities to thrive.</li> </ol>	<p>The Corporate Landlord will support the People and Communities priorities by having a whole borough approach to asset management. This will ensure assets are fit for purpose by matching assets to service needs and the Council's priorities over the period.</p>
<p>Economy:</p> <ol style="list-style-type: none"> <li>5. Develop and promote the borough's economy, with a focus on revitalising our town and local centres.</li> <li>6. Maximising the opportunities of UK Central and HS2.</li> <li>7. Increase the supply of affordable and social housing that is environmentally sustainable.</li> </ol>	<p>Commercial development will play a role in regenerating urban centres. The Town Centre Masterplan includes development of homes and services for those living, working and using the town centre. The framework will help to support the delivery of these ambitions.</p>
<p>Environment:</p> <ol style="list-style-type: none"> <li>8. Enhance our natural environment, improve air quality and reduce net carbon emissions.</li> </ol>	<p>The Corporate Landlord will coordinate the Council's response and implement plans to reduce carbon usage in Council owned buildings.</p>
<ol style="list-style-type: none"> <li>9. Promote employee wellbeing</li> </ol>	<p>Provision of modern workplaces and supporting Smarter Ways of Working.</p>

- 6.2 Consultation and Scrutiny:

6.2.1. A presentation has been completed at the Assistant Directors Group to support the wider understanding of the Asset Framework.

6.2.2. The framework will be presented to the Joint Asset Management Board.

6.2.3. As a Council Plan priority, progress on the programme was presented to the Resources and Delivering Value Scrutiny Board on the 9 January 2023.

6.3 Financial implications:

6.3.1. No implications as a direct result of this report.

6.4 Legal implications:

6.4.1. No implications as a direct result of this report.

6.5 Risk implications, including Risk Appetite:

6.5.1. As a major Council programme, there is a risk register in place with the highest risk being a net amber 7 relating to the planning of the programme. The approval of the Asset Framework will reduce this risk.

6.6 Equality implications:

6.6.1. The Asset Framework sets out clear operating guidelines for the management of land, assets and property in the borough. For individual business cases, projects and initiatives, equality considerations and/or a Fair Treatment Assessment will be undertaken where relevant, to inform the decision-making process.

6.6.2. In addition to the above, the strategic assessment that has been commissioned by the Council to profile the voluntary and community sector, will help support areas of need across the diverse community in the borough and the use of council assets

6.7 Linkages to our work with the West Midlands Combined Authority (WMCA), Local Enterprise Partnership or the Birmingham & Solihull Integrated Care System (ICS):

6.7.1. None.

## **7. List of appendices referred to**

7.1 Appendix 1: Asset Framework

## **8. Background papers used to compile this report**

8.1 None.

## **9. List of Other Relevant Documents**

9.1 None.