

Meeting date: 12th December 2022

Report to: Resources and Delivering Value Scrutiny Board

Report title: Update for the Corporate Approach to Delivering an Asset Masterplan (CADAM) Programme

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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

1. Executive Summary

- 1.1 To provide an update on the progress of the Corporate Approach to Delivering an Asset Masterplan (CADAM) Programme.

2. Decision(s) Recommended

- 2.1 Review the progress so far with the programme; and
- 2.2 Determine whether the progress with the programme is satisfactory.

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3. Matters for Consideration

- 3.1 As a key Council transformational programme item, CADAM forms part of the Resources and Delivering Value Scrutiny Board work programme. The programme is planned to take place over three financial years and the last progress report was presented on 7th October 2021.
- 3.2 Property is currently managed by a number of stakeholders and through a variety of different agreements or mechanisms including Corporate Property Services, Corporate Land, service departments and third parties (through lease agreements). Whilst this approach has worked well in the past, it is recognised that there are benefits to a corporate approach. The aim of this programme is to implement a Corporate Landlord approach to managing property with robust processes, procedures and evidenced decision making being established.
- 3.3 The programme was impacted significantly by the Covid pandemic and suspended for a period whilst emergency response work was undertaken. Estates work undertaken in the recovery period focused on business retention, maximising the recovery of rent arrears and the development of initiatives to support economic growth in the Borough.
- 3.4 A continued impact, that is affecting most businesses across the UK, is the approach to the future use of office space that remains in a state of flux as employers balance the many factors involved that include work/life balance, commuting costs, congestion, cost of living and the energy crisis. Elements of our asset masterplan inevitably have to find clarity in this area that will only develop over time.
- 3.5 Since the last report further work has been completed to refine the programme deliverables taking into account the learning acquired so far. The programme now has two main objectives as shown below:
- (a) To centralise assets previously within the responsibility of service departments; and
 - (b) To put in place a strategic approach which enhances strategic management, maintenance and decision making for our assets.

4. Update on Programme Progress

- 4.1 The programme is planned to be delivered in a phased approach and Phase 1 consisted of corporate office buildings. Phase 2 assets comprise of Libraries and buildings held within the Adult Social Care directorate and work is currently ongoing to centralise these assets. The key actions to complete this process is the production of a Corporate Services Standard Offer (Standard Offer) which details the provision of services to ensure that the assets are compliant, secure and maintained to a good order.
- 4.2 To date the centralisation of community libraries has been completed and assets used

by Adult Social Care are the next to be centralised. In addition, work has started to centralise cemeteries, crematoria, and car parks with a programmed implementation date of March 2023.

- 4.3 Work has also progressed on the Strategic Deployment arm of the programme which supports a longer-term view of the council's asset needs.
- 4.4 This includes the implementation of a Corporate Landlord decision-making process which responds to changes required by services. Once implemented the approval process will provide a single point of entry for all service requests providing a current view for all requests. It is being trialled by the libraries service and any priority areas within the Council that require an urgent response.
- 4.5 A key component of the programme previously reported to Resources and Delivering Value Scrutiny was the work on Service Asset Management Plans (SAMPs) that were to detail asset information and future service requirements. This work continued earlier this year, however, it emerged that there were several common themes emerging from service departments. This has led to considering an alternative action and the development of an Asset Framework. To ensure a consistent and strategic response, these themes have been incorporated into the Asset Strategy providing a single point of reference and so negates the need to maintain individual SAMPs.
- 4.6 The Asset Strategy is part of a suite of documents within the Asset Framework, which also includes policies to enable the Corporate Landlord operational environment to be effective by establishing guidelines to deliver the strategic objectives of the strategy.
- 4.7 The Asset Framework will be considered at the Resources Cabinet session in the new year for approval.
- 4.8 There is also further work to align the Capital Strategy and the Asset Framework underway. The refinement of this work is expected now to be part of the deliverables for 2022/23.
- 4.9 The process to establish the suitability, sufficiency, and sustainability of the Council asset portfolio has also progressed. It is envisaged that this will be a rolling review so that there is assurance that assets are fit for purpose at any point in time. This will involve each asset being reviewed to establish whether it supports the Council's needs.
- 4.10 Since the last report, work has also progressed in establishing the data requirements for the Corporate Landlord, although further definition is still required in this area.
- 4.11 Work is currently ongoing to define what will be the milestones for finalising any outstanding work during 2023/24.

5. Implications and Considerations

5.1 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"> 1. Improving outcomes for children and young people in Solihull. 2. Good quality, responsive, and dignified care and support for Adults in Solihull when they need it. 3. Take action to improve life chances and health outcomes in our most disadvantaged communities. 4. Enable communities to thrive. 	<p>Provision of assets for service delivery, including assets which can be used by community groups and the third sector where support in delivering service and council outcomes is achieved.</p>
<p>Economy:</p> <ol style="list-style-type: none"> 5. Develop and promote the borough's economy, with a focus on revitalising our town and local centres. 6. Maximising the opportunities of UK Central and HS2. 7. Increase the supply of affordable and social housing that is environmentally sustainable. 	<p>The Estates Strategy which supports economic growth in the borough. Provision of a commercial estate provides business units and accommodation to reinvigorate our town centres. Reviewing asset requirements to identify potential land for social housing purposes.</p>
<p>Environment:</p> <ol style="list-style-type: none"> 8. Enhance our natural environment, improve air quality and reduce net carbon emissions. 	<p>Support delivery of the Road to Net Zero by reviewing sustainability of our asset portfolio and either investing or dis-investing as required.</p>
<ol style="list-style-type: none"> 9. Promote employee wellbeing 	<p>Taking the approach to develop modern workplaces which provide comfortable, fit for purpose buildings and support employee retention.</p>

5.2 Consultation and Scrutiny:

5.2.1 Consultation with service departments is undertaken to gain understanding of what is required from the property portfolio to deliver their outcomes.

5.2.2 The programme forms part of the annual work programme for Resources and Delivering Value Scrutiny Board and has received previous updates on 8 February 2021 and 7 October 2021.

5.3 Financial implications:

- 5.3.1 The programme has a MTFS target saving of £200,000 per year that has been delivered through one-off savings over the last 2 years. Work is ongoing as to whether there will be opportunities to dispose of any assets, or restructure costs to achieve a permanent year on year saving.

5.4 Legal implications:

- 5.4.1 None as a direct result of this report

5.5 Risk implications, including Risk Appetite:

- 5.5.1 A dedicated risk register is in place for the programme. This is reviewed on a regular basis in accordance with the Council's risk management process. A refresh of risks is also completed with risks for the Centralisation of Assets arm of the programme undertaken on 17th November 2022.

5.6 Equality implications:

- 5.6.1 When dealing with requests for the use of council assets (including leasehold arrangements), the Council wants to ensure that we act in a fair and equitable way to take account of the diverse equality needs in the borough.

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

- 5.7.1 N/A

6. List of appendices referred to

- 6.1 N/A

7. Background papers used to compile this report

- 7.1 N/A

8. List of Other Relevant Documents

- 8.1 N/A