

WARWICK DISTRICT COUNCIL
(OUTLINE) STRATEGIC ASSET MANAGEMENT STRATEGY 2019-2023

1. Context

The Council's vision is:

"To make Warwick District a great place to live, work and visit"

Our mission and corporate objectives are framed around the themes of Service; People; and Money as contained in the Fit for the Future programme. How individual strands of this strategy fit within that programme will be set out later in this document.

In addition, a key driver for the life of this strategy will be to manage our assets in a sustainable and energy efficient way, contributing towards our target of a substantially carbon neutral environment for the Warwick District.

Our existing property portfolio has a total book value of around £XXXm (excluding HRA properties) and generates an annual income from commercial lettings of around £D.Dm. However, generating a commercial rate of return is not necessarily the aim for many of our corporate assets which are held in support of our public services, including corporate buildings, car parks, green open spaces, culture related and historic buildings.

This Strategy therefore sets out how we will manage our property estate. It sets out the vision, objectives and priorities, and evaluation measures to ensure that our portfolio is fit for purpose with the right assets to support corporate outcomes.

It will also provide some guiding principles which are equally valid when considering options for acquiring additional land and assets so that these also fit within our corporate objectives so this strategy should be read in that context as well.

There is a real opportunity to get added value from effective management of our existing assets and for any further acquisitions and this Strategy sets the vision to enable planning for future.

2. Purpose and scope of the Strategic Asset Management Plan

Asset Management is knowledge of, and the management of performance and risks associated with all property / land assets including housing, commercial property and offices, land, car parks, historic buildings, open spaces and garages.

The traditional approach to Asset Management – by maintaining stock standards and ensuring they meet customer (internal and external) expectations – is being superseded by a more

dynamic assessment to ensure that they are constantly reviewed to meet our corporate objectives.

This dynamic approach requires a full understanding of the long term costs of operating each asset, together with a commercial valuation, carbon emissions and an evaluation of how it meets current and projected service needs. This is equally important when evaluating potential new asset acquisitions, as well as those already in our ownership. It will cover:

- Retention / Investment / Disposals of existing assets
- New Acquisitions / Investment
- Tailored to the needs for services offered to meet customer needs and service aspirations both now and in to the foreseeable future.

In developing this strategy and delivering actions and activities relating to our property assets, we will ensure that our portfolio meets certain agreed goals. These are not in any particular order of priority, and it is accepted that there will be occasions where some of these elements appear to be in conflict. The key challenge for the Council is in ensuring that we maintain an appropriate balance between all of these elements as decisions around property assets are taken over their whole life cycle and not necessarily at a spot point in time.

These aims or goals for each asset might be summarised as:

- Operating as a corporate resource, seeking the best overall outcome for the district as a whole
- Ensuring that service demands can be met
- Working towards our target of promoting a low carbon / energy efficient District
- Supporting local business needs and encouraging new businesses and employment in to the District
- Supporting community capacity and well-being, including health, leisure, sport and culture which is socially inclusive for all our customers and clients
- Providing and maintaining Green Open Spaces across the District
- Providing car parking and sustainable transport arrangements for residents and visitors and street lighting to rural areas in accordance with the Councils agreed responsibilities
- Contributing positively to a sustainable Warwick District in terms of housing and employment infrastructure
- Providing an “invest to save” opportunity based on a sound business case
- Contributing positively to the visitor economy and the visitor experience
- Takes advantage of partnership working and collaboration with other public and private sector organisations as appropriate
- Optimises financial return and commercial opportunities where appropriate
- Remains adaptive, agile, innovative and flexible

These apply equally to existing assets, and to options appraisal for future acquisitions.

3. Organisational arrangements for corporate asset management

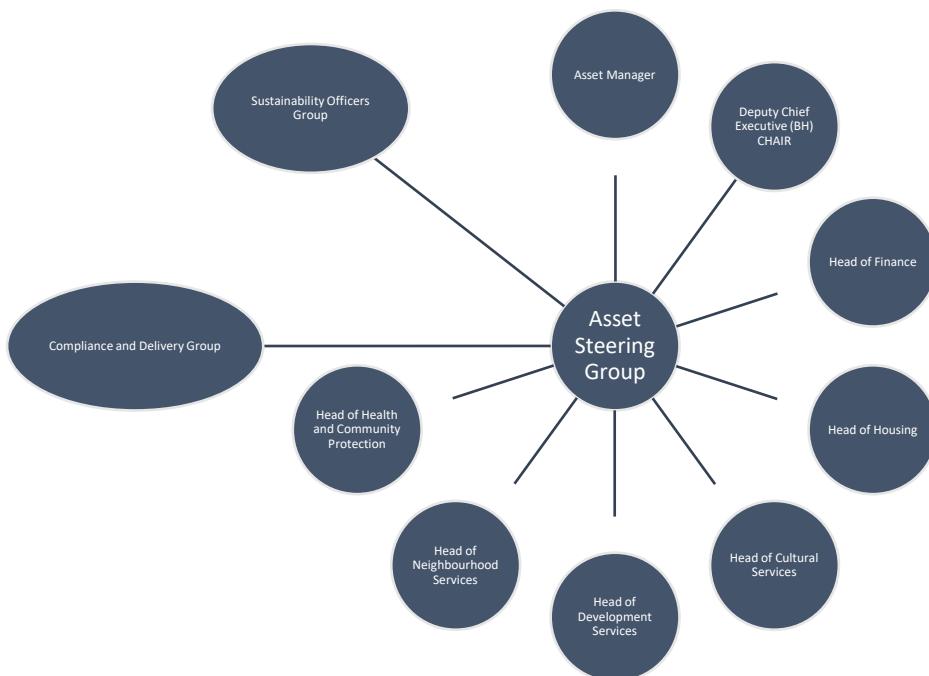
Our Assets Portfolio is made up of both General Fund, non-domestic assets that support the Councils corporate objectives, and a substantial asset holding of domestic properties, schemes, garages, land and other assets held within the Housing Revenue Account (HRA).

The property portfolio is broadly broken down in to the following categories:

- Operational – held to support service delivery including our corporate office locations, and also the assets held within the HRA
- Community – to support residents and to provide recreation including green open spaces
- Economic – to support local and regional economic development objectives
- Commercial – assets let on a commercial basis and expected to make an appropriate rate of return
- Cultural – arts, heritage, sports related and other assets
- Surplus / Investment land bank – awaiting disposal, redevelopment or alternative use

Reporting to the Deputy Chief Executive, the Councils Asset manager is the service manager for Asset Management and the service provides professional asset services across the Council. Asset Management falls within the remit of the Portfolio Holder for Housing and Property and is overseen on an operational basis through the Assets Steering Group which is tasked with ensuring that WDC Property Assets are provided, maintained and utilised to meet the current and future needs of the Council and its service users.

The Assets Steering Group is comprised as follows:



It has, as a sub-group the Compliance and Delivery Group which involves individual Building Managers and Service representatives to coordinate operational delivery of asset plans.

4. Resourcing the Strategy

The operating costs of individual assets, including future maintenance and Planned and Preventive Maintenance (PPM) will be contained within individual service budgets in most cases, and within the annually agreed PPM budget.

The Asset Management team provides a professional and technical property related service across the council, working closely with all Service departments, and individual building managers. It also procures and manages external contractors to provide reactive and planned works and other specific professional services which are not resourced in house.

Budget monitoring and control is undertaken in consultation with service departments and with close liaison with the Finance team.

Where possible, longer term PPM plans are put in place to ensure that assets are maintained to a good standard and remain fit for purpose and meet statutory and other compliance measures. These are reviewed annually on a rolling basis.

5. Fit for the Future

The Council's FFF Strategy is designed to deliver its Vision for the District. The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The Council's Service Area Plans are the programmes of work fundamental to the delivery of the strands described in the table below and this Asset Strategy will dovetail with the FFF objectives as shown.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB To make the District carbon neutral by 2050	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Opportunity for Council to provide additional social and low cost housing.	Opportunity to develop assets that are well and	Agile asset management strategy to ensure we have

Ensure that community facilities are provided to meet assessed needs	properly maintained based on individual assessments Opportunity to develop assets that contribute to the Climate Change agenda	the right assets at the right time Provide assets that contribute towards growth and employment in the District
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Opportunity for employees to work in an agile and effective environment	Opportunity to provide high quality services based on assets that meet specific demands .	Effective use of Council's assets by ensuring that they meet specific criteria including rates of return where appropriate.

6. Energy Efficiency and Carbon Neutrality

The decision by the Council to declare a Climate Emergency has set challenging targets to achieve Carbon Neutrality across the District by 2030, with a significant milestone target of carbon neutrality for the Council and its contracted agents by 2025. This will be a major driver throughout this Asset Management Strategy, and consequent operational plans, impacting on asset investment and viability appraisals for the life of the strategy and beyond.

The Climate Emergency declaration was based on the report of the IPCC Intergovernmental Panel on Climate Change (October, 2018) on the state of global warming, which warned that the rapid and far reaching consequences of over 1.5 °C of warming on all aspects of society.

The Council recognises the importance of this report and has adopted the following commitments:

- Becoming a net-zero carbon organisation, including contracted services by 2025, in terms of Scope 1, 2 and 3 emissions

- Facilitating decarbonisation of local businesses, other organisations and residents so that total carbon emissions within Warwick District are as close to zero as possible by 2030
- Working with other local Councils to lobby central government to help address the above points including funding and regulation changes
- Engaging with and listening to all relevant stakeholders including members of the Warwickshire Youth Parliament regarding approaches to tackling the climate emergency
- Ensuring that tackling the climate emergency is central to the strategic business plan
- Producing within six months an action plan to implement these commitments

The Council has accepted the invitation to take part in the internationally recognised UN programme – One Carbon World. This will make WDC the first Council to become carbon neutral through this scheme, thus achieving the internationally recognised UN Climate Neutral status.

The overall goal of carbon neutrality is to achieve a zero carbon footprint and through One Carbon World, we will look at options for carbon offsetting to compensate for the emissions which cannot be eliminated by investment and behavioural change.

To give a flavour of the scale of energy usage which is directly charged to the Council for our assets, and based on a rolling 12 months of energy use to July, 2019:

- The three largest consumers of electricity are Riverside House, Pump Room Gardens and the Spa Centre
- The combined electricity consumption of these three account for 28% of all electricity consumed
- The gas consumption of these three also accounts for 27% of all gas consumed
- The three sites account for a total of 24.8% of CO2 emissions
- Radcliffe Gardens is the single largest consumer of gas (14.3% of total) and contributes 7.09% of CO2 emissions.

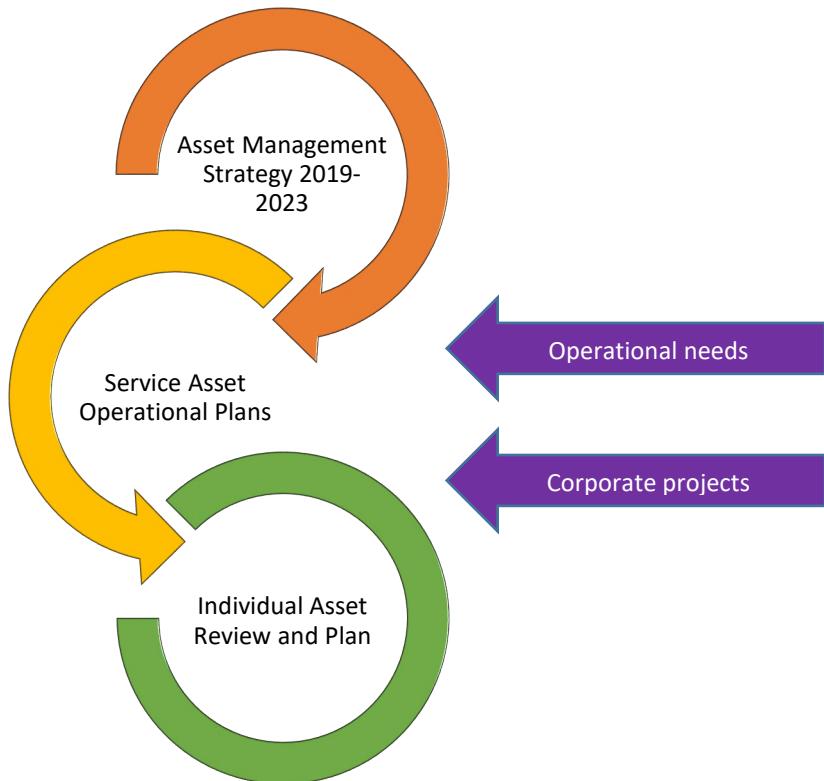
Whilst the detailed Action Plan will be developed and used to update future revisions to this Asset Management Strategy, actions that we will need to take, as a district will be largely as shown below:

- Calculate / measure the District carbon footprint
- Start to reduce carbon emissions
- Offset any remaining or unavoidable carbon emissions through carbon offset projects.

7. Evaluating the performance of our corporate assets

A cornerstone of our approach to asset management is to undertake, over period detailed assessments of all (Non-HRA) assets based on objective criteria, and to categorise each asset in an operational plan based on the outcome of the assessment. HRA assets would be appraised within the Housing Business Plan, working alongside this strategy.

The following diagram illustrates the interrelationship between this Asset Strategy through to individual Asset Reviews showing the flow from the Asset Strategy through to individual plans for each corporate asset.



The intention is to assess each corporate asset based on some set criteria, a copy of which is included as an appendix to this strategy. Whilst this is an initial methodology, it will be reviewed and updated as asset reviews progress.

This would lead to each asset being placed in to one of six categories, each with commensurate interventions and outcomes to allow a tailored approach for each asset, and to concentrate initially on the poorer performing assets. This relates to corporate assets; HRA assets are assessed within the Housing Business Plan.

The six categories, and consequent actions are shown below:

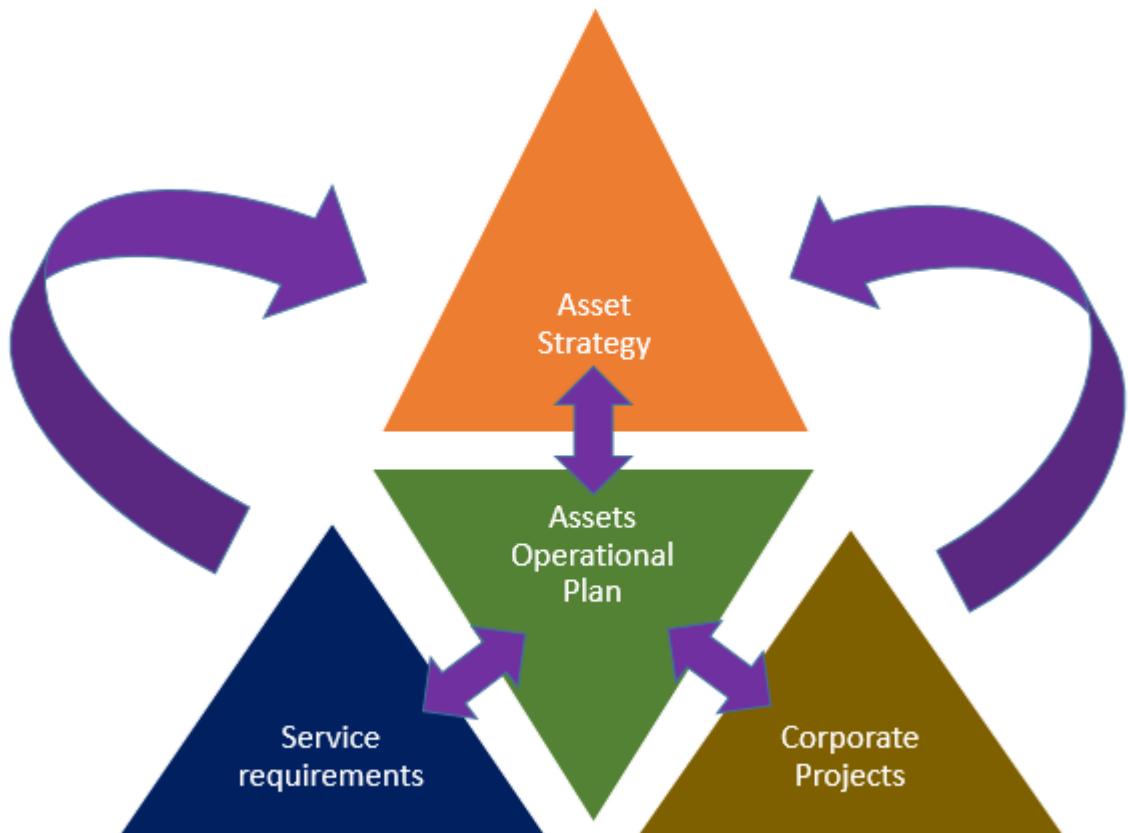
Asset classification	Sustainability criteria	Capital investment Approach	Repairs and planned and preventative maintenance (PPM) approach	Asset management Approach	Likely Asset Review outcome
Category 1	<ul style="list-style-type: none"> Minimum 30 years' sustainable asset life Fully meets client and customer requirements for minimum, 10 years 	<ul style="list-style-type: none"> Full investment as indicated by the stock condition survey for that asset 	<ul style="list-style-type: none"> To be included within the 5- year rolling PPM plan 	<ul style="list-style-type: none"> Low to moderate requirement for Asset Management intervention 	<ul style="list-style-type: none"> Retain and invest in the asset Further review in 10 years
Category 2	<ul style="list-style-type: none"> Minimum 15-30 years' sustainable asset life Mostly meets client and customer requirements but will need some investment to fully meet 	<ul style="list-style-type: none"> Works to be prioritised to meet client and customer requirements 	<ul style="list-style-type: none"> To be included within the 5- year rolling PPM plan 	<ul style="list-style-type: none"> Moderate requirement for Asset Management intervention Keep under regular review and bring forward an options appraisal if circumstances change 	<ul style="list-style-type: none"> Retain and invest in the asset Further full review in 5 years with option for full options appraisal at that time if situation unchanged
Category 3	<ul style="list-style-type: none"> Property is underperforming and is not fully meeting client and customer requirements 	<ul style="list-style-type: none"> Any capital investment to be carefully considered to ensure that it would contribute to bringing the asset back to client and customer requirements 	<ul style="list-style-type: none"> To be included within the 5- year rolling PPM plan 	<ul style="list-style-type: none"> Moderate to high and regular need for asset management interventions 	<ul style="list-style-type: none"> Carry out full options appraisal within 12 – 24 months Consideration to invest / divest options based on value for money

		<ul style="list-style-type: none"> Maintain the value and operational safety of the asset 			
Category 4	<ul style="list-style-type: none"> Asset has outlived client / customer requirements or is beyond economic recovery 	<ul style="list-style-type: none"> Capital investment only to maintain the value and / or operational safety of the asset 	<ul style="list-style-type: none"> PPM investment only to maintain the current operational status of the asset 	<ul style="list-style-type: none"> High and regular level of Asset management required consistent with the 'end of useful life' status of the asset 	<ul style="list-style-type: none"> Full options appraisal within 12 months of the inclusion of an asset in to this classification Consideration to invest / divest options based on value for money
Category 5	<ul style="list-style-type: none"> Assets and land that are no longer in beneficial use in providing client and customer services 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> To maintain safety and security of the asset only 	<ul style="list-style-type: none"> High level of Asset management required consistent with the asset no longer providing any operational benefit 	<ul style="list-style-type: none"> Full options appraisal within 6 months of the inclusion of an asset in to this classification
Category 6	<ul style="list-style-type: none"> Assets with no specific service delivery value but retained for other reasons (i.e. SUDS, Pumping Stations, footpaths and access ways etc.). Land held for land banking purposes linked to future development 	<ul style="list-style-type: none"> As required to maintain statutory compliance 	<ul style="list-style-type: none"> As required to maintain statutory compliance 	<ul style="list-style-type: none"> Programme of inspections required 	<ul style="list-style-type: none"> No specific action needed whilst position unchanged. Review every 5 years

1. Inter-relations between this Asset Strategy and asset operational plans including service and corporate project requirements

STRATEGIC PRINCIPLE	STRATEGIC MANAGEMENT	SUPPORTS SERVICE AND CORPORATE PROJECTS DELIVERY	PROVIDES VALUE FOR MONEY AND LONG TERM EFFICIENCIES	SUPPORTS ECONOMIC GROWTH AND REGENERATION
STRATEGIC PURPOSE	<ul style="list-style-type: none"> Asset portfolio actively managed to meet changing needs and shapes of services Assists delivery of Sustainable Community Strategy Investment is planned Maintenance needs are affordable Capable of being adapted to meet the Council's Carbon Neutral targets 	<ul style="list-style-type: none"> Reflects and delivers Fit for the Future and Service Area Plan priorities Ensures we provide 'the right asset, in the right place, at the right time' Accessible to the local community Supports integrated service delivery options with partners across all sectors 	<ul style="list-style-type: none"> Occupation and use are optimised Running costs are minimised Income generation and rate of return are maximised 	<ul style="list-style-type: none"> Aligned to strategic opportunities to stimulate growth and regeneration
DELIVERY MECHANISMS	<ul style="list-style-type: none"> Assets managed corporately Continuous review Business planning to support investment decisions 	<ul style="list-style-type: none"> Asset management planning included in Service Area Plan formulation Customer surveys and feedback Partner engagement 	<ul style="list-style-type: none"> Regular stock condition surveys Planned maintenance programmes Adoption of design standards Cost effective Procurement Benchmarking 	<ul style="list-style-type: none"> Sub-regional partnership working Engagement with private sector Continued use of the LLP to identify and realise opportunities Exploration of community asset transfer opportunities

	<ul style="list-style-type: none"> • Alignment of asset strategy to Service Area Plans • Alignment of asset strategy to Medium Term Financial Strategy • Exploring innovative financing options 	<ul style="list-style-type: none"> • Aligned with ICT deployment • Exploration of joint service delivery or co-location options • Adopting flexible working practices and delivering cultural change 	<ul style="list-style-type: none"> • Monitoring and adopting best practice • Marketing strategies • Adopting revised space standards for corporate HQ • Timely disposals of redundant stock 	
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2. Finance requirements of Asset Strategy

Is this covered by section 4?

3. Sustainable Urban Drainage Schemes (SUDS) and footpaths / access ways

The council owns and maintains a number of assets which cannot be easily placed in one category. These include a significant number of drainage ditches and ponds which have passed over the Council as part of previous planning consents and require regular inspection and remedial works to ensure that they do not form a risk to health and safety for residents.

Similarly, many public footpaths and access ways, some within the HRA need regular inspection if we are to minimise liability from claims for trips and falls.

These assets have been allocated their own Category (Category 6) in the Assets Classification matrix.

Inspection and remedial work is an area which requires some strengthening in terms of resources, and this will enable us to better defend potential third party insurance claims and payment of high levels of excess on claims which cannot be defended for lack of inspection records.

The Action Plan attached at the Appendices to this strategy outlines resource requirements to implement this.

4. Appendices

Asset Appraisal Model Methodology (Subject to review)

Financial and Energy	
Description of data used in calculations	Outputs required
Current rent	
Minis void loss – any % allowance for likely void loss in next 5 years	
Minus capital + Interest on borrowing (if applicable)	
Minus planned and preventative maintenance costs next 5 years	
Minus reactive maintenance costs (based on last full year actuals)	
Net estimated annual profit / loss on asset (where applicable)	
Rent Review date	
Annual energy costs in KwH and £	
Current EPC / DEC Certificate rating	
Carbon footprint calculation	
Indirect overheads – Group costs to support	
CALCULATION - Income, less expenditure to produce basic annual profit / loss (for fee earning assets)	

Scenario Modelling	
Options to provide different outcomes	Outputs required
Rent change – when from and estimated rent increase that market will bear	
Additional / reduced maintenance costs	
Major refurbishment and remodelling cost	
Invest to save options (including energy and carbon reduction measures)	
Disposal value	
For non-fee generating assets, description of how the asset aligns with and supports corporate and service objectives and a forecast of use for next 5 years	
OUTPUT - Selection of an asset classification and a range of options	

Presentation	
Outputs	Outputs required
Interim asset classification	
Asset specific actions with time scale and action plan	

Next review date	
OUTPUT - Asset specific recommendations and actions	

Stock Data

Housing Revenue Account Assets (Including Shared Ownership and Garages)

Area	No. Bedrooms						Grand Total
	1	2	3	4	5	Bedsit	
KENILWORTH	186	102	230	1	1		520
LEAMINGTON SPA	735	1126	993	35	3	40	2932
WARWICK	424	592	474	15		18	1523
Rural	151	127	180	6			464
Great Field Drive		6	14				20
Grand Total	1496	1953	1891	57	4	58	5459

Area	ActiveH Archetype												Grand Total		
	(blank)	M Bungalows	L High rise (6 or more storey) flats	K Medium rise (3-5 storey) flats	J Post-1945 low rise (1-2 storey) flats	I Pre-1945 low rise (1-2 storey) flats	H Non-Traditional	G Post 1974 houses	F 1965-74 houses	E 1945-64 large terr / semi / det	D 1945-64 small terrace houses	C All other pre-1945 houses			
KENILWORTH	23	68	16	4	116	18	12		7	94	111		51	520	
LEAMINGTON SPA	46	229	125	27	252	18	206	255	17	448	730	356	214	9	2932
WARWICK	123	32	99	59	179	21	75	114	3	191	327		292	8	1523
Great Field Drive														20	20
Rural	7	11	10	14	109	59	7	12		99	7		119	10	464
Grand Total	199	340	250	104	656	116	300	381	27	832	1175	356	676	47	5459
Lock-up garages															1,899

Corporate Asset Breakdown

Area	Corporate Asset Types										Grand Total	
	Corporate Land	Corporate War Memorial	Corporate Toilets	Corporate Sub	Corporate Shops	Corporate Public Open Space	Corporate Monuments	Corporate Main	Corporate Elec Sub Station	Corporate Easement		
Kenilworth	7	1		13	4	2	7	4	25	4	17	85
Leamington Spa	14	13		38	24	4	17	56	110	9	4	289
Solihull										1	1	3
Warwick	19	6	1	24	9	2	6	23	24	5	3	122
Grand Total	40	20	1	75	37	8	30	83	160	19	1	499

Area	Operational Status	Grand Total	
Kenilworth	65	20	85
Leamington Spa	218	71	289
Solihull	2	1	3
Warwick	91	31	122
Grand Total	376	123	499

Corporate Projects

Below is the current list of Corporate Projects, as at end August, 2019. Not all of these will be impacted by the Asset Management Strategy but where there are corporate assets which may be involved, or where additional assets are to be acquired, these actions will be taken alongside the guiding principles in this Strategy.

Corporate projects		
Project classification	Project name	Current position
Existing Enabling/ Service Improvement Projects		
	Kenilworth Leisure Development: <ul style="list-style-type: none"> • Castle Farm • Abbey Fields 	
	Relocation of Kenilworth School	School relocated by September 2021
	Relocation of Kenilworth Wardens	Wardens relocated in full by September 2022
	Relocation of Kenilworth Rugby Club	Rugby Club relocated by September 2023
	Construction of Whitnash Community Hub	Hub constructed by September 2020
	Newbold Comyn Masterplan	Masterplan agreed by January 2020
	New Contracts – Waste collection; Street Cleansing; Recycling; Grounds maintenance	Tender documents produced by January 2020?
	CCTV system upgrade	System up and running by April 2020
	New Spine Road (north of Gallows Hill)	Spine road constructed by January 2021
	Construction of car showroom and hotel (north of Gallows Hill)	Showroom open tbc Hotel open tbc
	Construction of neighbourhood centre and housing site west of Spine Road	Neighbourhood centre open tbc Housing site constructed tbc
	Construction of Community Football Stadium	Stadium open August 2022

	Relocation of Edmonscote athletics track/ Commonwealth Park	Depends upon the outcome of marketing current site in conjunction with Guide Dogs for the Blind site
	Commonwealth Games – programme of elements	Programme to run from Autumn 2019 to July 2022
	St Mary's Lands masterplan implementation	Programme to run from 2019 to 2021
	Construction of Tach Brook Country Park (phase 1)	Masterplan completion April 2020
	Redevelopment of Covent Garden	
	Redevelopment of Riverside House	
	Alternative use of the Town Hall	
	Creative Quarter	2019-2024
Place Development Programmes		
	Affordable housing delivery programme (no contract signed) <ul style="list-style-type: none"> • Glass house Lane (Wardens - local plan site) • Rouncil Lane (School – local plan site) • Golf Lane (local plan site) • Warwick Road (Kwik Fit windfall site) • Europa Way 'triangle' (local plan site) • HRA garage sites (windfall site) • Leyes Lane • Sites at Bishops Tachbrook? 	Could commence 2022 Could commence 2021 Could commence? Commence 2020 Could commence 2022 Could commence 2021 Could commence 2021 Parish Council owned land – no timeline at present
	Affordable housing delivery programme (contract signed)	

	<ul style="list-style-type: none"> • Bembridge Close (local plan site) • Montague Road (local plan site) 	Commence 2019 Could commence 2021
	Agreement as to way forward of the Stratford Road employment site	2020
	Enabling of the south of Coventry developments <ul style="list-style-type: none"> • A46 Link Road • University of Warwick masterplan • Kings Hill & Westwood Heath housing developments • Whitley South & Gateway employment sites • Stoneleigh Park Infrastructure • Fen End 	2019 onwards

Action Plan

Action Plan

The action plan below has been developed by the Asset Steering Group and this has been informed by consultation across services, so that we have in place an agreed plan to deliver the corporate strategy.

Asset Strategy Action Plan							
Actions required to meet objectives in the period to 31 March 2021 - To be reviewed annually							
Action Description	Lead officer	Service Responsible	Start Date	End Date	Resources Required	Risk Mitigation Options	Outcome Required
Initial appraisal of all Corporate / Commercial assets and allocate in to appropriate Assets Startegy Category	Assets Manager	Asset Steering Group	Oct-19	Jun-20	Internal but will require close consultation with asset holding services to agree evaluation	Consider undertaking any immediate issues identified on the basis of compliance and value for money	Initial assessment to identify poor performing assets
Consider options and actions for each asset within categories 3,4,5	Assets Manager	SMT+	Oct-19	Jun-20	Internal but will require close consultation with asset holding services to agree evaluation and options	N/A	Initial assessment of options for assets that are not in the top two classifications
Develop options for assessing stock condition of Corporate Operational and Non-operational assets	Assets Manager	Asset Management / SMT+	Oct-19	Oct-20	Internal surveying and may require external stock condition consultancy	Develop project plan and time line and establish where resources are available to meet this. Engage externally if	Accurate assesstment of stock condition and Inclusion in the PPM Schedule
Strategic approach to ensuring all of our assets meet statutory compliance requirements	Asset Steering Group	All Services and Asset Steering Group	Oct-19	Oct-20	Identification of responsible building manager for each corporate asset with apprporiate training based on a needs assessment	Will be monitored through Assets Compliance Group	Demonstrable Statutory Compliance
Agree process for regular inspections of SUDS / Footpaths / Access roads including HRA	Assets Manager	Asset Management / Housing / Finance (Insurance)	Oct-19	Ongoing	Needs additional employee resources 2 posts fixed term for two years to carry out detailed PPM survey and one FTE post thereafter to maintain inspections and supervise work.	Programmed inspections and PPM programme essential to minimise risks and defend potential claims	Full inspection records and addition of new related assets as acquired. 5 year rolling PPM programme in place with
Implement processes to ensure that HRA stock condition information is up to date	Assets Manager / Head of Housing	Housing	Ongoing	Ongoing	Ensure that processes are robust for updating stock condition data in to attributes in ActiveH. Conside rolling programme of external refresh / validate of HRA asset data - 20% each	Validation process for accuracy of data held	Up to date and validated HRA stock condion data
Review and clarify responsibilities across WDC for asset management	Asset Steering Group	Asset Steering Group	Oct-19	Apr-20	None other than any that might arise from the review	N/A	Full understanding of roles and responsibilities and any consequent actions / training required
Consider how this Strategy might be used to inform future Asset Acquisition decisions	Asset Steering Group	Asset Steering Group	May-20	Ongoing	None directly	Will ensure investment decisions take in to account Asset Management principles	Asset management considertions as part of options appraisal for future investment decisions
Consider initial options and actions for each asset given an interim classification within each category	Assets Manager	Assets Steering Group	Jun-20	Mar-21	Internal but will require close consultation with asset holding services to agree evaluation and options	N/A	Clear identification of options, focussing initially on poorer performing assets