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WARWICK DISTRICT COUNCIL

# ASSET MANAGEMENT STRATEGY

## 2019-2023

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# 01

## PURPOSE OF THE ASSET MANAGEMENT STRATEGY

An effective Asset Management Strategy requires a dynamic approach to ensure that up to date condition, cost and performance data is used to risk manage the maintenance and improvement of all Council assets, to ensure they support the Council's service delivery or wider corporate objectives and to drive decisions on future investment, disposals and acquisitions.

The strategic approach to asset management needs to promote effective resource management that delivers both the service requirements and the Council's investment and development agenda within budget and, where possible, generates additional income. It has to provide for and anticipate the future needs of asset users through the pursuit and development of innovative and flexible service delivery models, robust data collection and usage, effective use of technology; and the enterprising pursuit of external resources and assessment of asset development opportunities, including inward investment and collaborative working with all sectors. All of this must be delivered under a robust and secure data handling regime.

The Council's strategy will ensure that its portfolio of assets is sufficient and capable of meeting the Council's needs and objectives. These strategic objectives are set out below, not in any particular order of priority. They are varied and it is accepted that there will be occasions where some of these elements appear to be in conflict and this conflict will be resolved through using the assessment tool in this Strategy and by ensuring options appraisals are conducted, as contained in this Strategy. The key challenge for the Council is in ensuring an appropriate balance between all of these elements as decisions relating to property assets need to be taken over their whole life cycle and not necessarily at a given point in time.

Assets are owned by the Council for the following purposes:

- To operate as a corporate resource, seeking the best overall outcome for the district as a whole
- To ensure that service delivery demands can be met
- To provide homes owned by the Council within Warwick District
- To assist the delivery of our target of promoting a low carbon / energy efficient District
- To support local business needs and encourage new businesses and employment in the District
- To support community capacity and well-being, including health, leisure, sport and culture which is socially inclusive for all our customers and clients
- To provide public green space across the District
- To provide car parking and support sustainable transport arrangements for residents and visitors
- To provide rural street lighting
- To contribute positively to a sustainable Warwick District in terms of housing and employment infrastructure
- To provide "invest to save" opportunities based on sound business cases
- To positively contribute to the visitor economy and the visitor experience
- To promote partnership working and collaboration with other public and private sector organisations as appropriate
- To optimise financial return and commercial opportunities where appropriate
- To allow the Council to remain adaptive, agile, innovative and flexible





# 02

## CONTEXT

### THE COUNCIL'S VISION IS: "TO MAKE WARWICK DISTRICT A GREAT PLACE TO LIVE, WORK AND VISIT"

This strategy links to and supports the Councils Business Strategy, Commercial Strategy, Medium Term Financial Strategy and others as appropriate.

There is a real opportunity to get added value from effective management of our existing assets and any future acquisitions and this Strategy sets the vision to assist in meeting the Council's Business Strategy.

The following table shows how these inter-relationships work between strategic management, service support, value for money and supporting economic growth, within the framework of Fit for the Future (FFF).

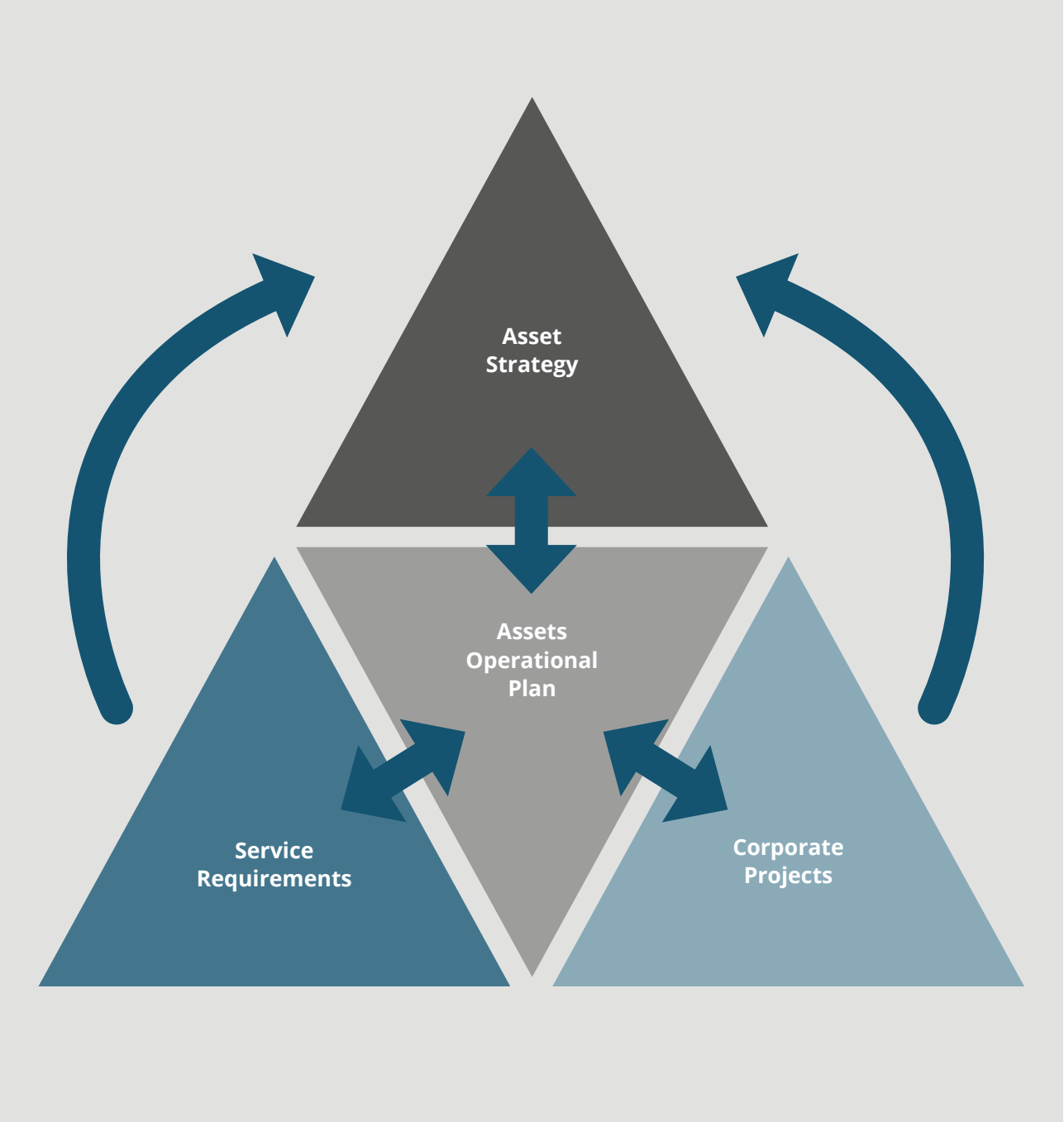
FFF STRANDS		
PEOPLE	SERVICES	MONEY
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<b>Intended outcomes:</b> <ul style="list-style-type: none"> <li>Improved health for all</li> <li>Housing needs for all met</li> <li>Impressive cultural and sports activities</li> <li>Cohesive and active communities</li> <li>Exploration of community asset transfer opportunities</li> <li>Accessible to the local community</li> <li>Supports integrated service delivery options with partners across all sectors</li> <li>Opportunity for Council to provide additional social and low cost housing.</li> <li>Ensure that community facilities are provided to meet assessed needs</li> </ul>	<b>Intended outcomes</b> <ul style="list-style-type: none"> <li>Capable of being adapted to meet the Council's Carbon Neutral targets</li> <li>Asset portfolio actively managed to meet changing needs and shapes of services</li> <li>Area has well looked after public spaces</li> <li>All communities have access to decent open space</li> <li>Improved air quality</li> <li>Low levels of crime and ASB</li> <li>To make the District carbon neutral by 2050</li> <li>Opportunity to develop assets that are well and properly maintained based on individual assessments</li> <li>Opportunity to develop assets that contribute to the Climate Change agenda</li> </ul>	<b>Intended outcomes:</b> <ul style="list-style-type: none"> <li>Dynamic and diverse economy</li> <li>Vibrant town centres</li> <li>Improved performance and productivity of local economy</li> <li>Increased employment and income levels</li> <li>Aligned to strategic opportunities to stimulate growth and regeneration</li> <li>Sub-regional partnership working</li> <li>Engagement with private sector</li> <li>Provision of assets that contribute towards growth and employment in the district.</li> </ul>

External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<b>Intended outcomes:</b> <ul style="list-style-type: none"> <li>Ensures corporate properties are suitable for users, meeting their needs.</li> </ul>	<ul style="list-style-type: none"> <li>Budgets set to ensure open spaces are maintained to a high standard and the buildings used by the public are safe and that carbon emissions are minimised.</li> </ul>	<ul style="list-style-type: none"> <li>Corporate properties are maintained to ensure that they can be used in ways that support the District is a place where people will want to live, work and visit.</li> </ul>
Internal		
Effective Staff	Maintain or Improve Services	Financial Footing over the Longer Term
<b>Intended outcomes:</b> <ul style="list-style-type: none"> <li>All staff are properly trained</li> <li>All staff have the appropriate tools</li> <li>All staff are engaged, empowered and supported</li> <li>The right people are in the right job with the right skills and right behaviours</li> <li>Asset management planning included in Service Area Plan formulation</li> <li>Customer surveys and feedback</li> <li>Partner engagement</li> <li>Aligned with ICT deployment</li> <li>Exploration of joint service delivery or co-location options</li> <li>Adopting flexible working practices and delivering cultural change</li> <li>Opportunity for employees to work in an agile and effective environment</li> </ul>	<b>Intended outcomes:</b> <ul style="list-style-type: none"> <li>Focusing on our customers' needs</li> <li>Continuously improve our processes</li> <li>Increase the digital provision of services</li> <li>Ensures we provide 'the right asset, in the right place, at the right time'</li> <li>Regular stock condition surveys</li> <li>Planned maintenance programmes</li> <li>Adoption of design standards</li> <li>Cost effective Procurement</li> <li>Benchmarking</li> <li>Monitoring and adopting best practice</li> <li>Marketing strategies</li> <li>Adopting revised space standards for corporate HQ</li> <li>Timely disposals of surplus or redundant stock</li> <li>Opportunity to provide high quality services based on assets that meet specific demands</li> </ul>	<b>Intended outcomes:</b> <ul style="list-style-type: none"> <li>Investment is planned</li> <li>Innovative financing arrangements are explored</li> <li>Maintenance needs are affordable</li> <li>Best use of assets</li> <li>Full cost accounting</li> <li>Rigorous cost management</li> <li>Income opportunities are maximised</li> <li>Running costs are minimised</li> <li>Business planning to support investment decisions</li> <li>Improved service planning.</li> </ul>
Impacts of Proposal		
<ul style="list-style-type: none"> <li>That budgets provide the necessary resources to achieve these outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Enables needs to be met, and support improvement of services relating to Council Corporate Properties.</li> </ul>	<ul style="list-style-type: none"> <li>Ensures property assets remain suitable to meet service provision and the overall strategy of the Council.</li> </ul>

# 03

## ORGANISATIONAL ARRANGEMENTS FOR CORPORATE ASSET MANAGEMENT

The Asset Strategy is overarching but is also part of a cycle of informing and also being influenced by operational plans, service plans and emerging and current corporate projects, as illustrated by the following diagram.



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 FFF objectives.

The Council's Assets Portfolio is made up of both General Fund, non-domestic assets that support the 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 into the following asset classifications:

1. Operational – assets held to support service delivery including our HQ offices, Spa Centre, Art Gallery & Museum, Leisure Centres, Crematorium and cemeteries, HRA homes, hostels/temporary accommodation and garages
2. Community – assets for the benefit of the community including parks, play areas, woodland, open spaces, sports pitches and pavilions, monuments and other heritage or cultural assets and also including sustainable urban drainage schemes (SUDS) and similar holdings.
3. Economic – assets held to support local and regional economic development objectives and business start ups
4. Commercial – assets let on a commercial basis and expected to make an appropriate rate of return including HRA shops
5. Investment – assets held for disposal, development or alternative use

Reporting to the Deputy Chief Executive, the Council's Asset Manager is the service manager for Asset Management and the service provides professional asset services across the Council. Responsibility for the Assets action plan falls within the remit of the Portfolio Holder for Housing and Property and will be reviewed and updated each year by the Asset Steering Group, in consultation with the Portfolio Holder. It 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 Council's existing property portfolio has a total book value of around £96m for general fund assets and around £387m for our homes in the Housing Revenue Account (HRA). In addition, council garages have a value of £1.9m and shops some £3.2m, where they are accounted for within the HRA. The Council generates an annual income from commercial lettings, excluding income from the leisure management contract of around £1.189m (2018/19) and rents within the HRA are some £24.5m per annum (also 2018/19).

However, generating a commercial rate of return is not necessarily the aim for many of the Council's corporate assets, including corporate buildings, car parks, green open spaces, and culture related and historic buildings which are held in support of delivering public services and the tools set out in this Strategy fully allow for a balance to be struck between commercial considerations and the use of an asset in delivering the Council's public services.

The Assets Steering Group is comprised as follows:



It is supported and advised by the Compliance and Delivery Group which involves individual Building Managers and Service representatives to coordinate operational delivery of asset plans. The Sustainability Officers Group also has input and influence in to the Asset Steering Group, and both of these are shown in the diagram as arms length but supporting the Asset Steering Group.





A photograph of a forest floor covered in bluebells, with several tree trunks visible. The scene is brightly lit, suggesting a sunny day. The bluebells are in the foreground, and the trees are in the background.

# 04

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## RESOURCING OUTCOMES DRIVEN BY THIS STRATEGY

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The operating costs of individual assets, including future maintenance and Planned and Preventive Maintenance (PPM) are contained within individual service budgets and within the annually agreed PPM budget. There is a separate accounting structure and capital investment programme for Housing Revenue Account assets.

The Asset Management team provides a professional and technical property related service across the council, working closely with all departments, and individual building managers. It also procures and manages external contracts 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 in close liaison with the Finance team.

Where possible, longer term Planned and Preventative Maintenance (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.

This Strategy will also drive the asset management targets set within the Medium Term Financial Strategy and also the Housing Business Plan and assist with effective delivery of corporate projects and the Business Strategy.



## 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 would 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, the Council will look at options for reducing or eliminating carbon emissions through behaviour change and investment.

To give a flavour of the scale of energy usage which is directly charged to the Council for our assets 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 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 or eliminate carbon emissions through behaviour change and investment





# 06

## EVALUATING THE PERFORMANCE OF OUR CORPORATE ASSETS

A cornerstone of our approach to asset management is to undertake, over period detailed assessments of all assets, starting with non-HRA assets, and based on objective criteria, to categorise each asset in an operational plan based on the outcome of the assessment. HRA assets would be appraised alongside the Housing Business Plan. This section should be read alongside the examples of evaluation methodology for both Corporate and HRA assets shown as Appendices to this strategy.

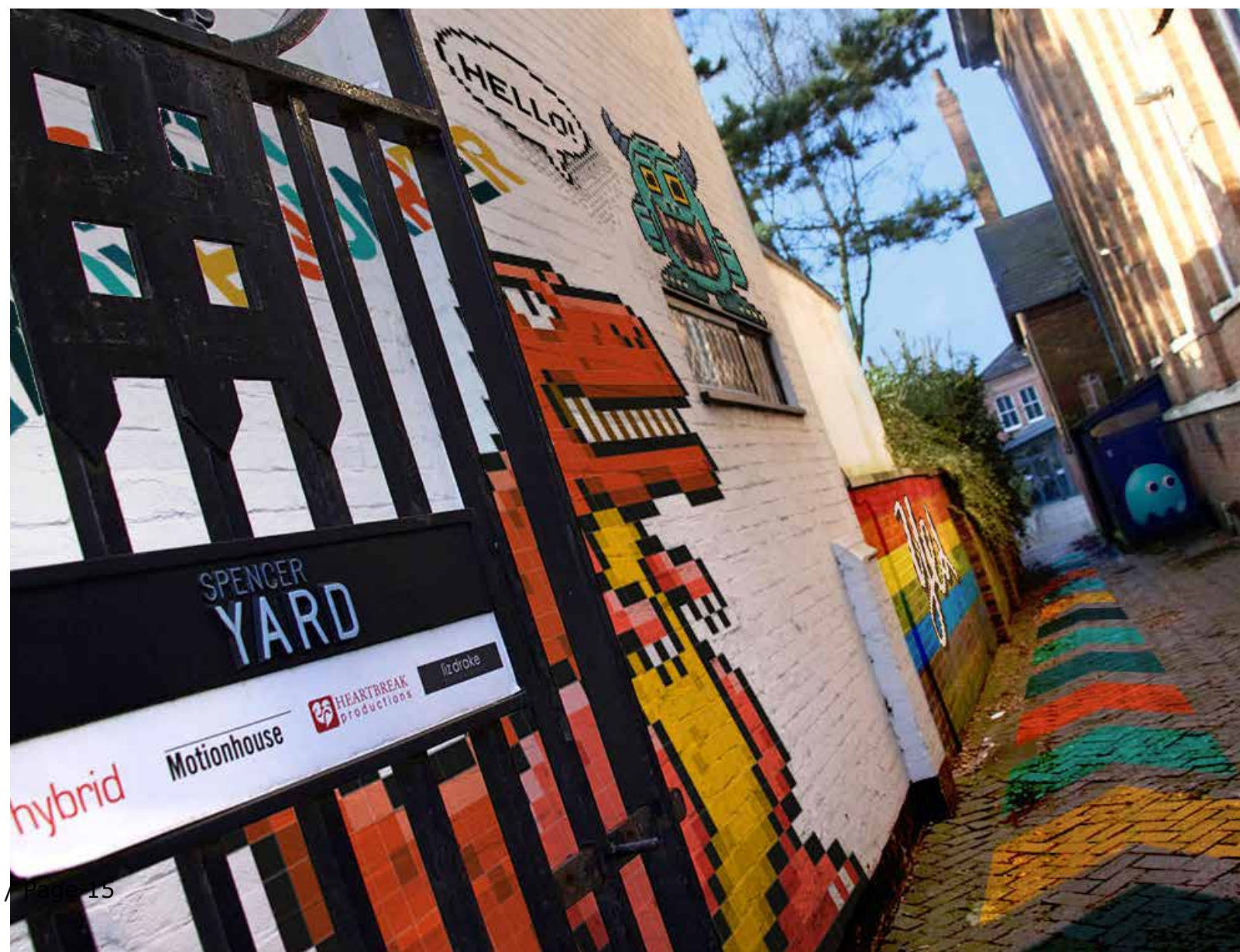
The following diagram illustrates the interrelationship between this Asset Strategy through to individual Asset Reviews showing the flow from the Asset Strategy through to individual plans for each corporate asset.



The process will not only encompass the review of existing assets, but also as a tool to assess the suitability prior to acquisition of competing assets as part of a corporate project, or as part of a property investment option.

The intention here is to place each asset in to one of 5 classifications, as set out in section 3, above and then to assess each asset based on set criteria, including a separate set for Housing Revenue Account assets, examples of which are included within the Appendices 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. This will allow for a tailored approach for each asset, concentrating initially on the poorer performing assets and to inform decisions to invest or divest based on quantitative information but also on the requirement for the asset to deliver public services.





The six categories and consequent actions are shown below:

ASSET CATEGORY	SUSTAINABILITY CRITERIA	CAPITAL INVESTMENT APPROACH	REPAIRS AND PLANNED AND PREVENTATIVE MAINTENANCE (PPM) APPROACH	ASSET MANAGEMENT APPROACH	LIKELY ASSET REVIEW OUTCOME
<b>CATEGORY 1</b>	<ul style="list-style-type: none"> <li>Minimum 30 years' sustainable asset life</li> <li>Fully meets client and customer requirements for minimum, 10 years</li> </ul>	<ul style="list-style-type: none"> <li>Full investment as indicated by the stock condition survey for that asset</li> </ul>	<ul style="list-style-type: none"> <li>To be included within the 5- year rolling PPM plan</li> </ul>	<ul style="list-style-type: none"> <li>Low to moderate requirement for Asset Management intervention</li> </ul>	<ul style="list-style-type: none"> <li>Retain and invest in the asset</li> <li>Further review in 10 years</li> </ul>
<b>CATEGORY 2</b>	<ul style="list-style-type: none"> <li>Minimum 15-30 years' sustainable asset life</li> <li>Mostly meets client and customer requirements but will need some investment to fully meet</li> </ul>	<ul style="list-style-type: none"> <li>Works to be prioritised to meet client and customer requirements</li> </ul>	<ul style="list-style-type: none"> <li>To be included within the 5- year rolling PPM plan</li> </ul>	<ul style="list-style-type: none"> <li>Moderate requirement for Asset Management intervention</li> <li>Keep under regular review and bring forward an options appraisal if circumstances change</li> </ul>	<ul style="list-style-type: none"> <li>Retain and invest in the asset</li> <li>Further full review in 5 years with option for full options appraisal at that time if situation unchanged</li> </ul>
<b>CATEGORY 3</b>	<ul style="list-style-type: none"> <li>Property is underperforming and is not fully meeting client and customer requirements</li> </ul>	<ul style="list-style-type: none"> <li>Any capital investment to be carefully considered to ensure that it would contribute to bringing the asset back to client and customer requirements</li> <li>Maintain the value and operational safety of the asset</li> </ul>	<ul style="list-style-type: none"> <li>To be included within the 5- year rolling PPM plan</li> </ul>	<ul style="list-style-type: none"> <li>Moderate to high and regular need for asset management interventions</li> </ul>	<ul style="list-style-type: none"> <li>Carry out full options appraisal within 12 – 24 months</li> <li>Consideration to invest / divest options based on value for money</li> </ul>
<b>CATEGORY 4</b>	<ul style="list-style-type: none"> <li>Asset has outlived client / customer requirements or is beyond economic recovery</li> </ul>	<ul style="list-style-type: none"> <li>Capital investment only to maintain the value and / or operational safety of the asset</li> </ul>	<ul style="list-style-type: none"> <li>PPM investment only to maintain the current operational status of the asset</li> </ul>	<ul style="list-style-type: none"> <li>High and regular level of Asset management required consistent with the 'end of useful life' status of the asset</li> </ul>	<ul style="list-style-type: none"> <li>Full options appraisal within 12 months of the inclusion of an asset in to this classification</li> <li>Consideration to invest / divest options based on value for money</li> </ul>



ASSET CLASSIFICATION	SUSTAINABILITY CRITERIA	CAPITAL INVESTMENT APPROACH	REPAIRS AND PLANNED AND PREVENTATIVE MAINTENANCE (PPM) APPROACH	ASSET MANAGEMENT APPROACH	LIKELY ASSET REVIEW OUTCOME
<b>CATEGORY 5</b>	<ul style="list-style-type: none"> <li>Assets and land that are no longer in beneficial use in providing client and customer services</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>To maintain safety and security of the asset only</li> </ul>	<ul style="list-style-type: none"> <li>High level of Asset management required consistent with the asset no longer providing any operational benefit</li> </ul>	<ul style="list-style-type: none"> <li>Full options appraisal within 6 months of the inclusion of an asset in to this classification</li> </ul>
<b>CATEGORY 6</b>	<ul style="list-style-type: none"> <li>Assets with no specific service delivery value but retained for other reasons (i.e. SUDS, Pumping Stations, footpaths and access ways etc.).</li> <li>Land held for land banking purposes linked to future development</li> </ul>	<ul style="list-style-type: none"> <li>As required to maintain statutory compliance</li> </ul>	<ul style="list-style-type: none"> <li>As required to maintain statutory compliance</li> </ul>	<ul style="list-style-type: none"> <li>Programme of inspections required</li> </ul>	<ul style="list-style-type: none"> <li>No specific action needed whilst position unchanged.</li> <li>Review every 5 years</li> </ul>





# 07

## SUMMARY

The strategy is the means by which we will ensure that our portfolio of assets is sufficient and capable of meeting the Council's needs and goals' ensuring an appropriate balance is maintained between all elements in decisions relating to property assets.

Whilst this forms an ongoing and overarching strategy for Asset Management, there will be a 4 year Action Plan to cover the life of each administration to reflect its strategic priorities.

# 08

## APPENDICES





A. Asset Appraisal Model Methodology for Corporate and Commercial Assets  
(Subject to review)

ASSET TITLE AND LOCATION:	
ASSET CLASSIFICATION AND CATEGORY:	
Financial and Energy	
Description of data used in calculations	
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)	
<b>Net estimated annual profit / loss on asset (where applicable)</b>	
Rent Review date	
Annual energy costs in kWh and £	
Current EPC / DEC Certificate rating	
Carbon footprint calculation	
Indirect overheads – Group costs to support	
Impact on MTFS	
CALCULATION - Income, less expenditure to produce basic annual profit / loss (for fee earning assets)	

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	

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	
Listed Building / Conservation Area	
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	
Links to FFF, the Business Strategy and Service Area Plans	
OUTPUT - Selection of an asset classification and a range of options	

B. Asset Appraisal Model Methodology for Housing Revenue Account  
(Subject to review)

PROPERTY / BLOCK / ESTATE LOCATION AND ADDRESS:	
DATE OF ASSESSMENT:	
Income and Expenditure	
Description of data used in calculations	
Current rent	Rent charged on current tenancy – weekly rent x 52
Void loss	2.75% per property - based on the actual void loss for the last full financial year
Cost of alternative provision	Total cost
Lost opportunity cost of housing a homeless applicant	Costs of homelessness provision
Housing Management costs	Operational management costs per property
Planned costs	30 year planned costs from stock database
Reactive costs	Actual reactive maintenance costs over the last 4 full years
Indirect overheads – Central costs to support	Cost of centralised services e.g. Human Resources, Financial Services, Asset Management etc.
CALCULATION - Income, less expenditure, over 30 years with inflation with discounted cash flow applied, and Net Present Value output.	

SCENARIO MODELLING	
Options to provide different outcomes	Outputs required
Rent change	Show change to NPV for reduction or increases to rent setting, where appropriate.
Maintenance costs	Show change to NPV for reduction or increase in maintenance costs
Major refurbishment and remodelling cost	Show change to NPV and payback year.
Listed Building or in Conservation Area	Details
Disposal	Show net proceeds of disposal
OUTPUT - Selection of a range of options and impact on NPV.	

PRESENTATION	
Outputs	Outputs required
Whole stock position	Scatter diagram / Ward impact
Detailed reports for blocks and units and tenure	Graphical output showing relationship of income & expenditure and NPV



Indicative scoring matrix:

Properties / Estates scoring in the amber and red bands will need an options appraisal to deal with underlying issues, where these are within the control or influence of the Council.

		RANGE	RANGE	RANGE
Indicator	%			
Deprivation	15.00%	> 427	427 - 200	< 200
Desirability	15.00%	1	2	3
Housing Management	15.00%	1	2	3
Turnover (5 year period)	15.00%	0	1	> 1
Energy SAP rating	15.00%	> 70	70 - 50	< 50
Number of Maintenance Incidents over last 5 years	15.00%	< 12.5	12.5 - 25	> 25
Percentage residents in ward claiming Housing Benefit	3.30%	< 40	40 - 60	> 60
Average number of ASB incidents per property in Ward	3.30%	< 0.1	0.1 - 0.2	> 0.2
Average weeks rent arrears	3.30%	< 4	4 - 8	> 8

Explanation
Index of Multiple Deprivation
Based on experience of Housing Management team
Based on experience of Housing Management team
To capture number of changes of tenancy over last 5 years
Energy efficiency based on latest EPC Certificate
Average number of repairs over last 5 years
To capture how many in area are HB claimants
To assess the level of ASB in the locality
To assess the level of rent arrears in the locality

C. Asset Stock Data

Housing Revenue Account Assets (Including Shared Ownership and Garages)

AREA	NO. BEDROOMS						GRAND TOTAL
	1	2	3	4	5	Bedsit	
<b>KENILWORTH</b>	186	102	230	1	1		<b>520</b>
<b>LEAMINGTON SPA</b>	735	1126	993	35	3	40	<b>2932</b>
<b>WARWICK</b>	424	592	474	15		18	<b>1523</b>
<b>RURAL</b>	151	127	180	6			<b>464</b>
<b>GRAND TOTAL</b>	<b>1496</b>	<b>1953</b>	<b>1891</b>	<b>57</b>	<b>4</b>	<b>58</b>	<b>5459</b>

AREA	STOCK TYPE			
	HOUSES			
	Pre-1945 Houses	1945-64 Houses	1965-74 Houses	Post 1974 Houses
<b>KENILWORTH</b>	107	120	18	12
<b>LEAMINGTON SPA</b>	400	279	18	209
<b>WARWICK</b>	254	238	21	103
<b>RURAL</b>	28	123	59	7
<b>GRAND TOTAL</b>	<b>789</b>	<b>760</b>	<b>116</b>	<b>300</b>
<b>LOCK-UP GARAGES</b>				

	STOCK TYPE				GRAND TOTAL
	FLATS				
	Non-Traditional	Post & Pre-1945 flats	Medium rise (3-5 storey) flats	High rise (6 or more storey) flats	
0	101	111	0	51	520
255	471	730	356	214	2932
114	202	327	0	294	1553
12	99	7	0	119	454
<b>381</b>	<b>859</b>	<b>1175</b>	<b>356</b>	<b>676</b>	<b>5459</b>
					<b>1,899</b>

Corporate Asset Breakdown

AREA	Operational Status		Grand Total
	Non Operational Asset (NOA)	Operational Asset (OA)	
<b>KENILWORTH</b>	65	20	85
<b>LEAMINGTON SPA</b>	218	71	289
<b>SOLIHULL</b>	2	1	3
<b>WARWICK</b>	91	31	122
<b>GRAND TOTAL</b>	<b>376</b>	<b>123</b>	<b>499</b>





