



Report No: **169/2008** Public Agenda Item: **Yes**

Title: **Management of assets within Tor Bay Harbour and the harbour estate.**

Wards Affected: **All Wards in Torbay**

To: **Harbour Committee** On: **16 June 2008**

Key Decision: **No**

Change to Budget: **No** Change to Policy Framework: **No**

Contact Officer: **Kevin Mowat**  
☎ Telephone: **01803 292429**  
✉ E.mail: [Kevin.Mowat@torbay.gov.uk](mailto:Kevin.Mowat@torbay.gov.uk)

---

## **1. What we are trying to achieve and the impact on our customers**

- 1.1 To provide strategic direction to those assets within Tor Bay Harbour and the harbour estate that are managed by Marine Services via the Harbour Committee.
- 1.2 Be able to demonstrate to harbour customers and wider stakeholders that the Harbour Committee has a structured and systematic process for periodically reviewing the harbour property/asset portfolio.
- 1.3 Ultimately the extent of the harbour estate and asset purchase/disposal over £25,000 is determined by a meeting of the full Council.

## **2. Recommendation(s) for decision**

- 2.1 **That a Harbour Asset Review Working Party, comprising three Members of the Committee (2 Conservative and 1 Liberal Democrat) and one External Advisor, be appointed with the following terms of reference:**

- a) **to review all assets within Tor Bay Harbour and the harbour estate;**
- b) **to establish how each asset is performing; and**
- c) **to identify any assets that are surplus.**

**2.2 That the Harbour Asset Review Working Party be asked to report to the Harbour Committee on the above.**

**2.3 That the Director of Marine Services, in consultation with the Harbour Asset Review Working Party, be requested to consider the need for a Harbour Asset Management Plan.**

**3. Key points and reasons for recommendations**

3.1 Under its Terms of Reference the Harbour Committee is required to provide strategic direction to those assets within Tor Bay Harbour and the harbour estate that are managed by Marine Services. In order to achieve this requirement the Committee should challenge whether all the harbour assets are required, fit for purpose and provide value for money to meet current and future needs. The Committee should also be able to identify under-performing or surplus assets so that it can make recommendations about how such may be rationalised or disposed of.

3.2 The Audit Commission are an independent watchdog that provides practical recommendations for the improvement of public services and they have provided guidance on the use of resources, which includes asset management. The most recent guidance provided in March 2008 has been used to help compile this report.

3.3 Councils are assessed on how well they manage their financial resources and this includes the management of assets. The 'use of resources' assessments for 2008 will be the final assessment under the current Comprehensive Performance Assessment (CPA) framework, prior to the introduction of the Comprehensive Area Assessment (CAA) from 1<sup>st</sup> April 2009. If the Harbour Committee can demonstrate that the harbour assets are well managed then this can help the Council score in respect of 'use of resources'.

3.4 Top performing Councils are those that are judged as 'performing strongly' or 'performing well'. These authorities will be able to show that asset management is integrated with business planning and will challenge whether all assets are needed, are fit for purpose, provide value for money and deliver corporate priorities. Furthermore such Council's will rationalise under-performing or surplus assets. Additionally the top performing public bodies will be able to demonstrate that they have a structured and systematic process for periodically reviewing their property portfolios, either by service, geographical area, or both.

3.5 The Harbour Committee should be in a position to confirm to the Council that harbour assets are managed effectively and sustainably to help deliver its strategic priorities and service needs. To achieve this the Harbour Committee needs to demonstrate that it has reviewed the harbour assets and be satisfied that they :-

- are fit for purpose
- deliver better access and outcomes for the community
- provide value for money
- mitigate against any adverse impacts on the environment
- are prepared for climate change

- assist in delivering corporate priorities
- 3.6 Equally the Council will want to be seen as performing well by developing a strategic approach to working with others, for example, the third sector, local public agencies (harbour authority) and community groups, to identify opportunities for shared use of assets, and alternative options for the management and ownership of assets, to derive wider community benefits.
- 3.7 There are no significant risks associated with the recommendations and the recommendations are supportive of the Community Plan and the Council's Corporate Plan.

**For more detailed information on this proposal please refer to the supporting information attached.**

**Capt. Kevin Mowat**  
**Director of Marine Services**

## **Supporting information to Report 169/2008**

### **A1. Introduction and history**

- A1.1 Under its Terms of Reference the Harbour Committee is required to provide strategic direction to those assets within Tor Bay Harbour and the harbour estate that are managed by Marine Services. In order to achieve this requirement the Committee should challenge whether all the harbour assets are required, fit for purpose and provide value for money to meet current and future needs. The Committee should also be able to identify under-performing or surplus assets so that it can make recommendations about how such may be rationalised or disposed of.
- A1.2 In the Torbay Council Reshaping Report 268/2007 presented to Council by the Chief Executive on 30<sup>th</sup> October 2007 a Commissioning Framework was approved that accepted the proposal that harbours (Marine Services) should feature as a separate function but must be fully aligned across the Council to meet the Council's strategic goals and within the Environment quadrant. At the same time the Council also agreed the next steps in the reshaping process which included the development of the asset management functions. The reshaping proposals to join up asset management were welcomed in some areas but not seen as beneficial in other areas. Grant Thornton, the Council's reshaping partners/consultants will now be developing their proposal for the centralisation of asset management within the Council. The management of harbour assets will need to be considered as part of their development process and it is therefore important that the Harbour Committee can demonstrate that they have a robust asset management regime in place.

### **A2. Risk assessment of preferred option**

#### **A2.1 Outline of significant key risks**

- A2.1.1 There are no significant key risks associated directly with the recommendations contained in this report.

#### **A2.2 Remaining risks**

- A2.2.1 There may be future risks for the Harbour Committee, which might arise from the outcomes linked to the proposal to centralise the management of Council assets.

### **A3. Other Options**

- A3.1 To propose that Harbour Assets are managed centrally and that the management and use of harbour assets is no longer a function of the Harbour Committee and that this element should be removed from the Committee's Terms of Reference.

### **A4. Summary of resource implications**

- A4.1 Officers, Members and Advisors time only.

**A5. What impact will there be on equalities, environmental sustainability and crime and disorder?**

A5.1 None

**A6. Consultation and Customer Focus**

A6.1 The proposed Report and recommendations have been well received by the Harbour Liaison Forums.

**A7. Are there any implications for other Business Units?**

A7.1 A small amount of Officer time may be necessary from other Business Units.

**Appendices**

Appendix 1 List of Tor Bay Harbour Assets

**Documents available in members' rooms**

None

**Background Papers:**

The following documents/files were used to compile this report:

Audit Commission – Use of Resources – Local Government Guidance March 2008